

ARTICLE 23

INUIT EMPLOYMENT PLAN



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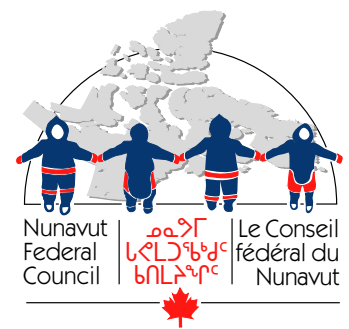
Nunavut

UMBRELLA
AGREEMENT

APPENDIX A
RECOMMENDATIONS

APPENDIX B
STATISTICS

2002-07



THIS UMBRELLA INUIT EMPLOYMENT PLAN
AND THE ANNEXES ACCOMPANYING IT
REPRESENT AN EFFORT BY
FEDERAL GOVERNMENT DEPARTMENTS IN NUNAVUT
TO RESPOND TO OBLIGATIONS UNDER ARTICLE 23 OF THE NLCA.

**IT NEITHER REPRESENTS NOR IMPOSES ADDITIONAL OBLIGATIONS ON
THE GOVERNMENT OF CANADA**

TABLE OF CONTENTS

Executive Summary	5
Background	6
History of Training	7
Growth of Federal Presence in Nunavut	8
Recognition of Obligations	9
Philosophy	9
Capacity to Meet Targets	9
Single Umbrella IEP	10
Vision	10
Building a Representative Workforce	10
The Inuit Labour Force	11
Inuit Traditional Knowledge	12
Partners in Training	13
Gap Analysis	13
Human Resource Practices	17
Pre-employment	17
Recruitment	19
Retention	21
Organizational Design	23
Decentralization	23
Tracking and Monitoring	24
Key Commitments	25

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Article 23

Inuit employment Plan

EXECUTIVE SUMMARY

In December of 2001 Nunavut Tunngavik Incorporated and the Government of Canada signed a Terms of Reference for the establishment of an Article 23 Working Group.

The group has met regularly over the past year in preparation for the completion of the GOC Inuit Employment Plan.

GOC/NTI ARTICLE 23 WORKING GROUP

The Article 23 Working Group was tasked with developing recommendations on matters related to increasing and maintaining Inuit employment in the Government of Canada within the Nunavut Settlement Area (NSA).

The Working Group fulfilled its mandate early in the New Year with a final report being completed in August 2003.

Both short and long term preliminary recommendations from the Group appear below:

Recommendations:¹

That the Government of Canada:

- Work with elementary, secondary and post secondary institutions including Nunavut Arctic College, to ensure students are aware of the educational requirements for work within government and the qualifications necessary to fill positions available.
- Partner with the Government of Nunavut and other agencies to hold career fairs in schools
- Hold open house days
- Take steps to make sure office security concerns don't override the need to make sure Inuit are comfortable visiting government office buildings
- Explore decentralization
- Establish 85% Inuit employment as the goal to be met by 2020
- Set targets of 41% Inuit employment by 2005 and 51% Inuit employment by 2007

¹ The full text of all recommendations appear in Appendix A



- Provide Support Measures to students which will include: scholarships where possible and practical, departmental visits to schools, intern positions, resume workshops and alternate work arrangements
- Work with NTI to research creative means to upgrade the skills of men 25 to 45 with less than Grade 8
- Develop program specifics and identify delivery vehicles for Nunavut based training. (Program specifics to include time lines, anticipated outcomes and evaluation criteria)
- Identify specific funding that targets Inuit and promotes their increased participation in employment within the Government of Canada

In addition, through the course of these meetings and in consultation with the Nunavut Federal Council a decision was reached to produce an umbrella plan complete with individual departmental annexes to track and monitor activities, accompanied by two other documents; 1) Recommendations and 2) Statistics

BACKGROUND

The Nunavut Land Claims Agreement (NLCA) was ratified on July 9, 1993. With the implementation of Article 4 under the NLCA, legislation establishing a new Territory, with its own Legislative Assembly and public government, was approved by Parliament and the territory of Nunavut was created on April 1, 1999.

Article 23 of the Agreement relates to Inuit Employment in Government. The objective of the Article is to:

*“...increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.”*²

Representative level was and is, generally defined, as the proportion of Inuit to the general population within the Nunavut Settlement Area. This ratio was established at 85%, at the time of the claim.

In order to reach this objective, Article 23 laid out a series of obligations for government, foremost of which was the requirement for each government



² Government of Canada and the Tunngavik, “Nunavut Land Claim Agreement”, 1993

department to produce an Inuit Employment Plan, update that plan at regular intervals and report on progress in reaching representative levels of employment.

While Article 23 does not lay out time frames for government to reach representative levels, the expectation was that 50% of Government employees would be Inuit April 1st. 1999, with the 85% target being reached by 2008.

Concern has been voiced over two aspects of this interpretation of Article 23, the rigidity of the baseline figure and the time lines imposed. While there has been some flexibility around time frames, the 85% figure has remained the general figure equated with “representative level” even though many, including Avery Cooper, have sounded a cautionary note.³

HISTORY OF TRAINING

In 1993, the Nunavut Unified Human Resources Development Strategy (NUHRDS) was undertaken in preparation for the establishment of the new territory and to address Article 23 requirements of the new government.

The main objective of NUHRDS was to identify, develop and deliver incremental activities that would contribute to the development of a pool of trained and educated Inuit suited for the public service jobs created as part of the Government of Nunavut.

The Government of Canada provided 39.8 million dollars in incremental funding between 1996 and 2000, the majority of which was allocated to labour market development.

Nunavut Arctic College delivered an extensive selection of programs to prepare Inuit for a wide range of administrative, middle management, senior management, trades, policing and related public administration positions.

The Sivulliuqtit Senior Management Training Program, jointly delivered by the College and the Canadian Centre for Management Development (CCMD) graduated more than 60 Inuit, almost all of whom hold senior positions in government or with Inuit organizations today.

³ Avery Cooper, “5-Year Review: NLCA Implementation,” 2000.



The Nunavut Federal Council acknowledges the relative success of NUHRDS and recognizes the need for similar programs if the expectation of a representative public service is to be realized.

However, it also acknowledges, that without a concerted effort by all parties, to encourage Inuit youth to remain in school, graduate and pursue post secondary degrees, no amount of pre-employment training will address the lack of an adequately educated and trained labour force.

GROWTH OF FEDERAL PRESENCE IN NUNAVUT

Since April 1st 1999 the Federal presence in Nunavut has increased substantially.

In 1998, when Avery Cooper conducted the first Five Year Implementation Review of the NLCA, only six Federal Departments had a presence in Nunavut significant enough to require the development of an Inuit Employment Plan: Indian and Northern Affairs Canada, Fisheries and Oceans, Public Works and Government Services, Parks Canada, Justice Canada and Human Resources Development Canada.

This Umbrella Plan represents thirteen departments with the following eight departments contributing individual annexes:

- Canada-Nunavut Geoscience's Office (NRCAN)
- Fisheries and Oceans (DFO)
- Geomatics Canada (NRCAN)
- Human Resources Development Canada (HRDC)
- Indian and Northern Affairs Canada (INAC)
- Justice Canada
- Parks Canada
- Public Works and Government Services (PWGSC)

Departments having three or fewer staff are not required to have IEPs, consequently the following departments, while supporting this plan have not submitted annexes:

- Correctional Services Canada
- Industry Canada
- National Parole Board



- Public Service Commission
- Heritage Canada

Though exempt from Article 23, the Royal Canadian Mounted Police have provided base line and target data which is reflected in the Gap Analysis section of this document. Both the RCMP and Department of National Defense embrace the spirit and intent of a representative Inuit work force and support the Umbrella Plan through participation as members of the Nunavut Federal Council.

RECOGNITION OF OBLIGATIONS UNDER THE NLCA

While all federal departments resident in Nunavut aspire to the goals envisaged in Article 23, we also recognize that achieving those goals will take considerably longer than initially anticipated.

The recent acknowledgment and agreement between Nunavut Tunngavik and the Government of Nunavut that a more realistic time frame for the accomplishment of 85% targets was 2020 has been supported by the Government of Canada, with some reservations, as outlined below and in individual annexes.

PHILOSOPHY

CAPACITY TO MEET TARGETS AND PROVIDE TRAINING

At present, Federal Government departments in Nunavut vary in size from one employee to a potential of 85.

With the completion of Federal staffing in the Territory, Canada will employ less than 250 people or about 10% of the Government of Nunavut's capacity when fully staffed.

This divergence in size makes it imperative that we work together to provide training and support for staff.

It also underlines the issue of percentage based targets. Many Federal Government departments can see their ability to meet targets obliterated simply by a shifting of job responsibilities or the departure of one staff person.



VISION

A SINGLE UMBRELLA INUIT EMPLOYMENT PLAN

Consequently, through the Nunavut Federal Council, most departments have come together and elected to produce an 'umbrella' plan with annexes to track departmental progress.

Environment Canada is the one exception to this plan and has elected to proceed with an earlier Pre-Employment Plan presented to NTI.

BUILDING A REPRESENTATIVE WORK FORCE

As Avery Cooper cautions, Inuit employment targets must be realistic.⁴

“setting the goal for Inuit employment as equal to the proportion of the working age population, rather than total population is a more realistic expectation in the near future”⁵

This recommendation is echoed by the Conference Board of Canada, which contends that some ambitious objectives need readjustment to give a greater sense of realism.⁶

Achievable employment goals are better motivators than those which encourage recruitment competition between organizations, high-turn over/low retention rates or fast-tracking Inuit into positions they are unprepared to handle personally or professionally.⁷ In addition, consideration must be given to Inuit preferred areas of employment as demonstrated through a detailed labour force analysis.⁸ The obligation to complete the analysis detailed in Article 23 has yet to be met, however the Government and Canada, NTI and the Government of Nunavut continue to work toward a resolution.

The Nunavut Federal Council member departments recognize their obligation to achieve the highest level of Inuit employment possible.

⁴ Avery Cooper, 5-Year Review, p. 3-13.

⁵ Ibid., p. 3-13.

⁶ The Conference Board of Canada, Nunavut Economic Outlook, p. 69.

⁷ Ibid., p. 3-12.

⁸ Ibid., p. 3-14.



EDUCATION LEVELS INUIT LABOUR FORCE 1999

Grade 0-8	43.3%
Grade 9-11	31.8%
High School Diploma Only	3.7%
Diploma or Certificate	16.1% ⁹
University	9%

However recognizing targets as a sole measure of success is not a solution, particularly if it places undue expectations or pressure on incumbents.

The above table illustrates a major barrier to reaching representative levels. In 1999 75% of the Inuit labour force did not have a high school diploma. To reach representative levels in Nunavut, every effort must be made to encourage young people to complete their education and pursue post secondary school diplomas and degrees.

The relationship between educational levels and employability in Nunavut is evident:

75% of people who have completed high school are employed.
93% of people who have completed university are employed.

While all Federal Government departments have reviewed their hiring processes with a view to identifying and eliminating systemic barriers and unrealistic or unnecessarily high job qualifications, the fact remains that some positions must be filled with highly educated and skilled individuals.

Until the Nunavut labour pool contains an adequate number of post secondary school graduates, there will continue to be issues with our capacity to meet targets at all levels and in all categories.

⁹ It must be noted that the figure of 16.1% representing Inuit with Diplomas or Certificates is misleading. This percentage encompasses all programs, from one day first aid certificate sessions to three year diploma programs. The Nunavut Bureau of Statistics is aware of this issue and Future Household Surveys will be worded to provide a more accurate breakdown of this particular section of the Inuit Labour Force.



Last year almost 9,000 children attended primary and secondary schools in Nunavut. However graduation rates are still an area of concern:

In 1999, 128 students completed grade 12.

In 2000, 136 students completed grade 12.

In 2001, 126 students completed grade 12.

Many graduates completing Grade 12 did not have all the courses necessary for admission to college or university.

Without the academic preparation necessary to succeed in college or university, students graduating from Nunavut educational institutions begin their post secondary studies at a disadvantage – if they are, in fact, prepared to begin those studies at all.

Efforts must be made to see that graduating students have been prepared for the challenges of higher learning, both through educational attainment and through basic life skills training which will prepare them for life outside their communities and the responsibility that comes with independence.

RECOGNITION OF THE IMPORTANCE OF INUIT TRADITIONAL KNOWLEDGE

While the need for more comprehensive formal education in many areas is a given, resource based departments make every effort to recognize and acknowledge Inuit traditional knowledge when carrying out competitions for field based positions.

All departments recognize the necessity and desirability of bringing Inuit Qaujimagatuqangit into the work place and efforts to accomplish both are outlined, where appropriate, in the accompanying annexes.¹⁰

¹⁰ The Inuit way of doing things: the past, present and future knowledge, experience and values of Inuit society.”

This definition makes clear that it is the combining of the traditional knowledge, experience and values of Inuit society, along with the present Inuit knowledge, experience and values that prepare the way for future knowledge, experience and values.
(Louis Tapardjuk – Igloolik April 15/03)



The importance of cross cultural training for individuals coming to the territory is clearly acknowledged, however it must also be recognized that more must be done to prepare Inuit for the reality of working in a government setting.

PARTNERS IN TRAINING

The key to attainment of representative levels of Inuit, at all levels and in all occupational groups, lies in a sustained and comprehensive campaign to encourage young people to stay in school, complete their education and pursue post secondary degrees and diplomas. Federal departments, in partnership with other levels of government and Inuit organizations, have developed a number of initiatives to assist beneficiaries who complete high school and wish to pursue post secondary degrees and diplomas. These include:

- Akitsiraq Law School Program
- National Parks Scholarships
- Advanced Summer Student Programs
- Partnerships with Nunavut Arctic College
- Geologist-in-Training Program
- GIS Internship Program
- NRO Adopt a Student Program
- Nunavut Sivuniksavut Program

GAP ANALYSIS

The accompanying documents provide Inuit employment targets for 2005 and 2007.¹¹

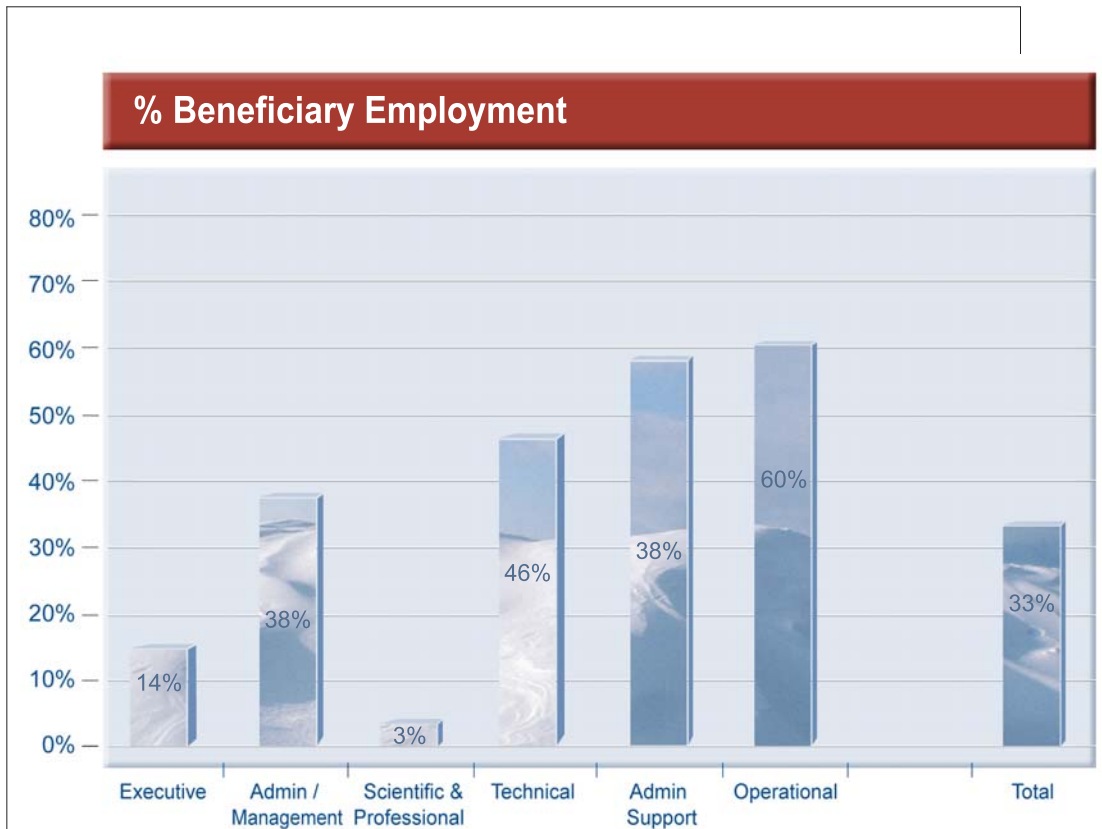
These two and five year projections anticipate an increase in both the number of federal positions in the territory and the number of Inuit employed.

Base line data for the Government of Canada, gathered in 2002 showed 234.5 positions in the territory, 190.5 of which were occupied, with a representative level of 33%.

¹¹ Complete Government of Canada figures are located in Appendix B



**BASELINE
DATA 2002**



Only the Operational category shows a majority of Inuit employees with a representative level of 60%.

The breakdown of position numbers, categories and beneficiary representation follows on the next page.

The greatest gap occurs under the Scientific and Professional field. Only one of the 33 available positions is held by a beneficiary.

In addition, only one of the available Executive positions is currently occupied by a beneficiary giving a 14% rate of representation at the most senior level.



**BASELINE
DATA 2002**
(continued)

These gaps can be directly attributed to the educational requirements of positions within these categories and the shortage of candidates in the labour force.

	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	7	1	14%
Admin/Man	64	24	38%
Scientific/Prof.	33	1	3%
Technical	39	18	46%
Admin. Support	42.5	16	38%
Operational	5	3	60%
Total	190.5	63	33%

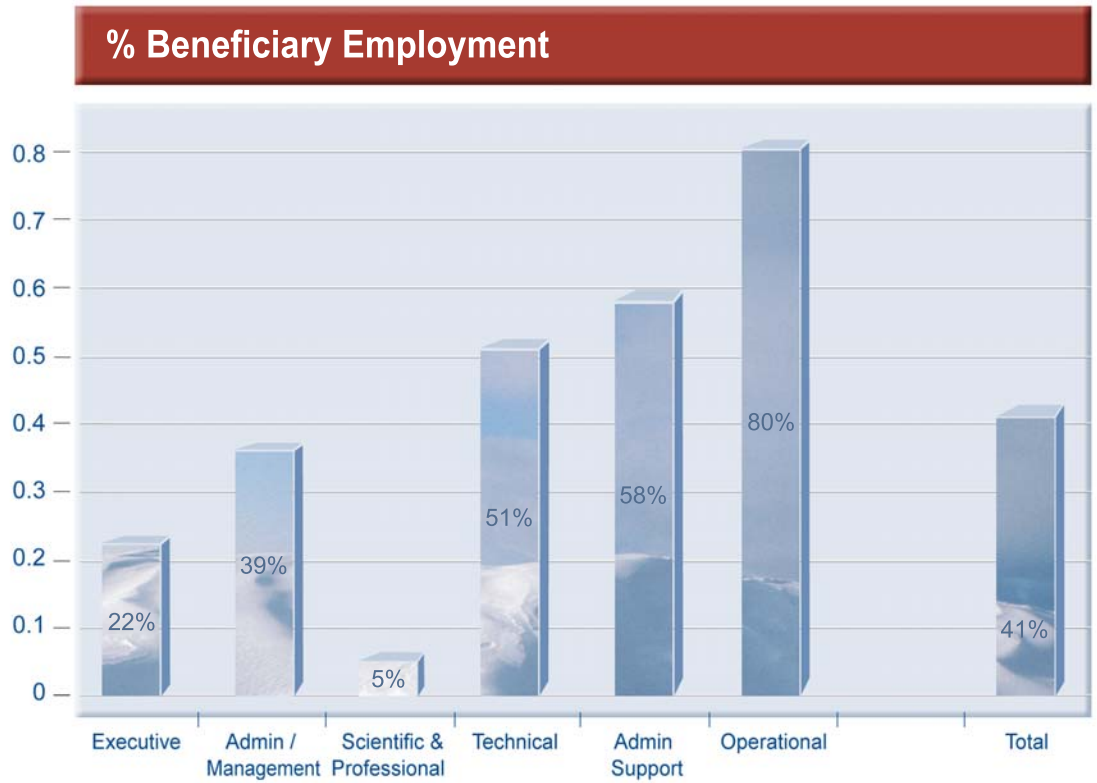
Projected Targets for 2005

There is a slight increase in positions available with the Government of Canada in 2005 and both the number of positions filled and the number of beneficiaries employed are forecast to increase:

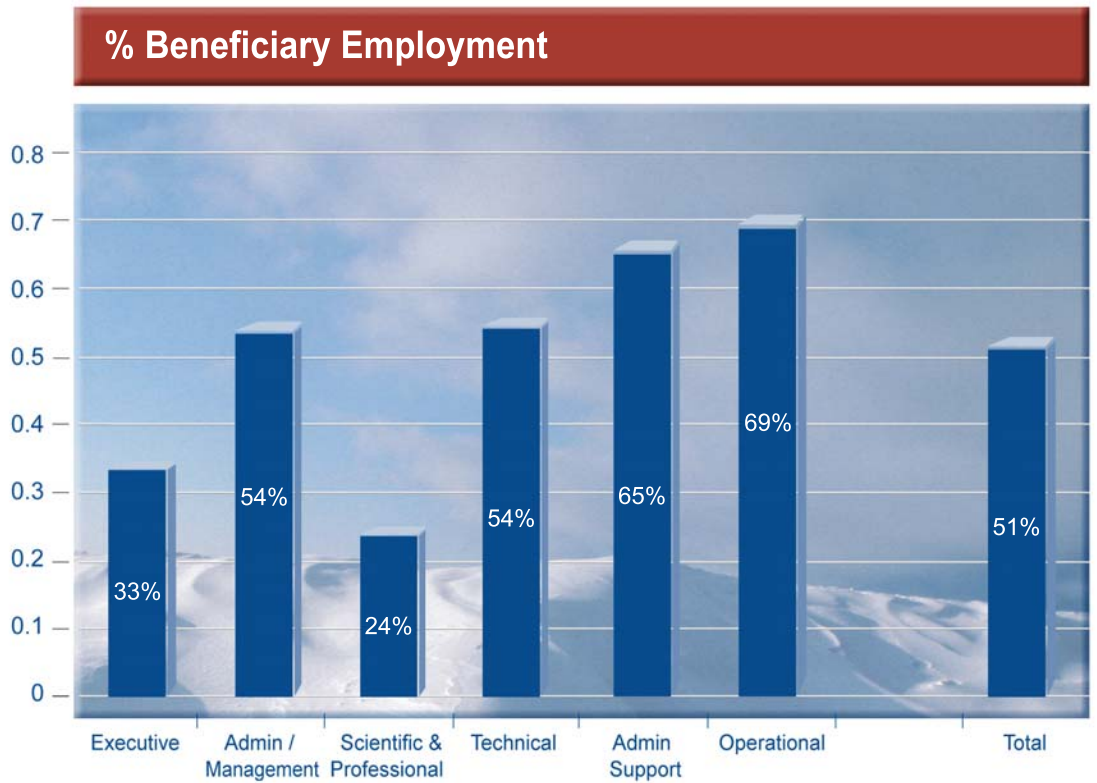
	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	9	2	22%
Admin/Man	83	32	39%
Scientific/Prof.	40	2	5%
Technical	39	20	51%
Admin. Support	49.5	28	58%
Operational	15	12	80%
Total	235.5	96	41%



Projected
Targets
for 2005



Projected
Targets
for 2007



Two significant things will occur which are reflected in the targets set out for 2007. First, Government of Canada departments will have completed staffing in the territory with the exception of Parks Canada. In this case, vacant positions are reflective of the positions which will come into being only with the creation of new national Parks.

Perhaps even more significant is the completion of the Akitsiraq Law School Program. This will provide qualified candidates in the Scientific and Professional fields providing a jump from 5% in 2005 to 24% and resulting in an overall representative level of 51%.

	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	9	3	33%
Admin/Man	84	45	54%
Scientific/Prof.	42	10	24%
Technical	35	19	54%
Admin. Support	52.5	34	65%
Operational	14	10	71%
Total	236.5	121	51%

**HUMAN
RESOURCE
PRACTICES¹²
PRE-EMPLOYMENT**

Currently pre-employment assistance is offered through one established trust administered by Kakivak Association on behalf of Parks Canada Agency.

NATIONAL PARKS SCHOLARSHIPS

The Nunavut National Parks Scholarship trust was established by Kakivak Association under the Inuit Impact and Benefit Agreement for Auyuittuq, Quttinirpaaq and Sirmilik National Parks.

¹² Where an individual department does not subscribe to a particular practice, this is noted in the appropriate annex.



A \$200,000 contribution to the Trust by Parks Canada Nunavut Field Unit assures that Scholarships are awarded on an annual basis in Nunavut.

ENTRY LEVEL TRAINING POSITIONS

To address pre-employment training and skills development many Federal Government departments have created or are preparing to create, training positions within their organizations.

Some of these positions are clearly pre-employment, others involve work placement programs or specific periods of supervised employment, as in the case of Articling periods for students of the Akitsiraq law program.

Funding is being sought for specialist training in Geographic Information Systems and internships have been created by some resource based departments.

The Nunavut Federal Council supports the idea of creating pre-employment positions within the federal civil service, especially if this will lead to greater recruitment success.

Entry level pre-employment positions will be created in departments that wish to participate in this initiative.

Candidates will receive basic training, mentoring and work experience in a variety of areas within a department. Upon completion of an internship with one department, the candidate will be given the opportunity to pursue the same type of intervention with another participating department.

This two to three year program would provide an opportunity for individuals to determine where their strengths, interests and career aspirations lie and provide a skill set which would prepare them for continued employment within the federal civil service or better position them to pursue employment within other areas of government or the private sector.

STUDENT WORK PLACEMENTS

The Federal Student Work Experience Program (FSWEP) is the program



available to Federal departments to recruit youth for summer employment. The program is administered from Edmonton, and students are required to register via the Internet. The current structure, funding levels, reporting and location descriptors do not provide Federal departments or students with efficient tools to use this service. Through the Nunavut Office of the Public Service Commission, amendments are being made to streamline the program for both students and Federal clients. The Nunavut Federal Council members will continue to provide feedback and encouragement to the Public Service Commission on how to best make these programs work and available to Inuit youth.

Federal government departments can also play a critical role working with the Government of Nunavut to promote “Stay in School” messaging, identify the range of careers and summer work opportunities for youth and be partners in identifying core curriculum and skill level needs in scientific, public administration and professional sectors.

Students will also be encouraged to participate in post secondary orientation programs. It is recognized that programs which prepare students for life away from their home community greatly increase chances of success.

RECRUITMENT

CAREER FAIRS

Through a partnership with PSC and the RCMP, the Nunavut Federal Council is working to compile recruitment materials for distribution at career fairs, trade shows and as teaching tools. The material will provide details on the range of careers, education requirements and the contact information necessary for individuals to pursue summer or entry level work opportunities. The PSC will be an important partner in assisting with the preparation of resumes, as well as providing information on how to pursue a career with the Federal government, interview skills and local contact information.

Though departments endeavor to visit communities as often as possible, resources do not allow regular on-site visits. The RCMP partnership will facilitate the distribution of material to schools throughout Nunavut.

In the area of recruitment strategies the following are all hiring practices now in effect or soon to be in effect in Nunavut.



ADVERTISING OF POSITIONS

The Nunavut Land Claim Agreement takes precedent over all other Federal legislation, including the Employment Equity Act which encourages individuals who are aboriginal, members of a visible minority, disabled or women to self identify on their applications to be eligible for employment equity initiatives. The definition of aboriginal includes: Indian, Metis and Inuit. To assist in meeting the obligations of the NLCA federal departments in Nunavut will further restrict advertisements for open competitions by including the following:

- Preference will be given to Nunavut Land Claim Beneficiaries only as per Article 23 of the Nunavut Land Claims Agreement.

In order to maximize the hiring of NLCB candidates, departments will also consider inserting the phrase:

- This position may be filled on an Indeterminate or Term basis at the discretion of the Department.

If qualified beneficiaries are not available, this will give departments the flexibility to bring on a beneficiary at a later date.

In addition:

- Recruitment posters will be produced in both official languages PLUS an appropriate Inuktitut dialect when possible.
- The Public Service Commission will ensure posters are displayed in all Nunavut communities.
- Positions will be advertised through the internet to accommodate beneficiaries living outside the territory.

HIRING

- Where appropriate or practical, all information required for a federal job interview will be provided well in advance to all candidates.
- Interview orientation sessions will be held to prepare candidates for the process, where appropriate.
- Whenever possible, orientation and interview sessions will



include an Inuktitut speaking member of the community and the candidate will be given the option of responding to questions in Inuktitut, if they so desire, subject to the necessity of testing the proficiency in one of the Official Languages

- Interviews will be carried out, as much as possible, in a more relaxed informal setting.
- Hiring committees will take into consideration competencies or potential, as well as education and experience.
- Where appropriate Federal departments will use their authority to appoint beneficiaries without competition when a suitable candidate is identified outside the organization. Such appointments will be defensible under the Merit Principle.
- When it is necessary to hire from outside the Territory, a knowledge of the NLCA and previous cross cultural experience, will be factors taken into account when judging candidates.

RETENTION

IDENTIFICATION OF SYSTEMIC BARRIERS

The following have been identified as obstacles in the recruitment and retention of Inuit employees and measures to address these barriers have been put in place or are planned for the near future.

- Housing: Availability of units permitting, all full time indeterminate Federal employees in Nunavut, who are not home owners, are eligible for subsidized housing.
- Employee Assistance Programs: A more culturally relevant program will be put in place to support Nunavut staff.
- Language: The use of Inuktitut will be encouraged and promoted in the workplace.

IN-SERVICE TRAINING & STAFF DEVELOPMENT

Since 2001, the Nunavut Federal Council's Training & Development Committee (T&DC) has partnered with the Government of Nunavut to deliver a variety of in-service courses. These courses are delivered by the Canada School of Public Service (CSPS) and private consultants, most on a cost-recovery basis.

Courses delivered, were determined through consultation with GN representatives and Federal departments, to address critical public administration



needs and skills deficiencies. The following courses were delivered in Iqaluit for administrative, management and executive staff:

- First Aid Training
- Government Accounting Principles
- Developing Workplans and Budgets
- Basic English Writing
- Administrative Assistants: Maximizing Your Role
- Preparing Agendas and Minutes
- Orientation & Intermediate to Policy Development
- Orientation & Intermediate to Policy Implementation
- Staffing Relations for Managers
- Interpersonal Communications Skills
- Negotiation Skills
- Effective Reports
- Writing Executive Summaries
- Writing in Plain Language
- Project Management
- Effective Presentation Skills
- People-Oriented Management

To support the Federal-Territorial dialogue and establish a partnership around Article 23, the T&D Committee arranged for local delivery of the CCMD course “Diversity: Vision and Action.” This course was customized for Nunavut and included an Inuk elder who provided critical historic knowledge on the development and objectives around Article 23.

In cooperation with DIAND, NTI and the Government of Nunavut, the T&D committee is working to develop material for Orientation and Advanced courses on the Nunavut Land Claims Agreement for public administrators. A strategy, work plan and budget are to be developed and it is hoped that it can be piloted soon. As Land Claims are becoming more common in Canada it may also be feasible to work with other jurisdictions on a generic orientation approach.

A Nunavut Chapter of Youth Connect was formed following an Orientation Forum for young federal employees (50% of whom were Inuit). This new organization will link Nunavut employees to other young public servants on a national level.



ORGANIZATIONAL DESIGN

Presently access to internal Federal programs, like the Management Trainee Program (MTP), Career Accelerated Program (CAP), and Economist Program requires a Masters degree as a minimum educational requirement. As Federal departments identify the learning needs of Inuit staff, the challenge will be to identify opportunities for Inuit to participate. In addition opportunities to present these courses in Nunavut must be explored.

ACCOMMODATION

In the area of accommodation, not all concerns can be dealt with immediately; consequently they have been split into long, medium and short term initiatives.

LONG TERM (2007 & ONWARD)

- Government work environments have not been designed to anticipate the needs of Inuit staff or clients. Our offices are designed on southern standards and while they are attractive and functional, they do not reflect Inuit culture or values. This can only be corrected through consultation with Inuit employees and clients, followed by strategic design changes as offices are refurbished.

MID TERM (2003-2004)

- An inter departmental mentorship program with Inuit mentors will be established
- Creative ways in accommodating Inuit Quajimajatuqangit within the workplace will be encouraged.

SHORT TERM (ON-GOING)

- Arrangements already in existence will be utilized to accommodate Inuit employees who wish to participate in traditional activities (i.e. Alternate Work Arrangements could provide Inuit employees with an extra day off each month)
- Where possible work hour options will be provided to accommodate constraints imposed by child and elder care.

The Government of Canada currently has a physical presence in the following communities:

- Iqaluit
- Cambridge Bay

DECENTRALIZATION



- Rankin Inlet
- Pangnirtung
- Kugluktuk
- Pond Inlet
- Qikiqtarjuak

One or more of the following Federal departments have staff in the above locations:

- Human Resources Development Canada
- DIAND
- Fisheries and Oceans
- Parks Canada

In addition, several departments have devolved many of their activities to corresponding Territorial departments or Aboriginal organizations and others are in the planning process for similar devolutions.

These agreements constitute decentralization of the Government of Canada's presence in Nunavut.

As internet platforms and bandwidth improves across Nunavut, Federal Government Departments will continue to explore the possibilities of further decentralization.

The Nunavut Federal Council members will contribute information to a database showing federal government positions in Nunavut. This will ideally include their location, type and category and also whether they are currently filled by a beneficiary or non beneficiary.

This data base will be reviewed against current Inuit Labour Force information to determine what areas would most benefit from sustained or targeted pre-employment or on the job training interventions.

Responsibility for meeting individual departmental targets is addressed in the attached annexes.

TRACKING AND MONITORING



KEY COMMITMENTS

PRE-EMPLOYMENT

Commitment #1

Key Result: Promote the Government of Canada as an employer of choice.

Activities:

1. Establish materials through the Nunavut Federal Council for distribution during Career Fairs, school and community learning centre visits. This material will provide information on the educational requirements for more technically advanced positions; requirements for jobs in the Public Service generally and contact information on careers within the Federal Public Service in Nunavut. Information will stress that education + experience can equate to senior positions in Federal Government.¹³
2. Undertake a youth-directed recruitment campaign supporting “Stay in School” messages and promotion of continuous learning among Inuit to increase the level of post-secondary graduation rates;
3. Orientation sessions, skills development and recruitment campaigns will include an Inuktitut-speaking representative to ensure access to information.
4. Promote summer pre-employment training and exposure to Federal government careers for youth through the Federal Student Work Experience Program (FSWEP)¹⁴
5. Establish entry-level positions in Federal departments, that support On-The-Job training and exposure to career opportunities in government¹⁵

¹³ The Nunavut Federal Council Training & Development Committee will coordinate with the RCMP and other member departments for local distribution and presentation opportunities.

¹⁴ Nunavut Federal Council will advocate changes to the FESWEP program through Public Service Commission and Treasury Board, in order that funding, access, registration and placements are coordinated from within Nunavut.

¹⁵ Departments which participate provide entry-level positions within existing A-base funding. Additional Departments would participate if a pre-employment strategy and funding were identified.



**Time Frames:
On Going**

Commitment #2

Key Result: Support Inuit students in Post Secondary School endeavors

Activities:

1. The Nunavut Federal Council members recognize the need for scholarships in the scientific and professional fields, to promote educational development for careers in the Federal Public Service in Nunavut.
2. Encourage students to attend preparatory courses for university or other post secondary school endeavors.

**Time Frames:
Short to Mid-Term (ongoing – 2003/2004)**

RECRUITMENT/RETENTION

Commitment #3

Key Result: Identify impediments, barriers and policies affecting Inuit employment in the Government of Canada.

Activities:

1. The Public Service Commission and Departmental Human Resource Officers will ensure recruitment posters for Federal positions are produced in both Federal Official Languages, as well as Inuktitut/Inuinnaqtun;
2. The Public Service Commission and Departmental Human Resource Officers will ensure recruitment posters for full time Open Competitions are displayed in all Nunavut communities¹⁶
3. The Public Service Commission will ensure Open Competition



¹⁶ Some variation may be required due to employment opportunities stemming from Inuit Impact Benefit Agreements and other Departmental priorities.

advertisements are available by Internet to ensure accessibility to beneficiaries living outside the Nunavut Settlement Area;

4. The Public Service Commission and Departmental Human Resource Officers will ensure advertisements include the phrase, “Preference will be given to beneficiaries of the Nunavut Land Claim Agreement” and encourage self-identification for priority consideration.
5. Where no beneficiary demonstrates an adequate amount of experience departments will be encouraged to offer the position on a term basis until a qualified beneficiary is available. To facilitate this, departments can include the following statement: “this position may be filled on an Indeterminate or Term basis at the discretion of the Department.”
6. The Public Service Commission and Departmental Human Resource Officers will advise on minimum education levels, excessive experience requirements, acknowledge Inuit traditional knowledge for field-based scientific positions, and promote testing procedures which remove cultural bias in hiring and interviewing;
7. Where appropriate and practical, information to support success for Federal competitions will be provided in advance to all candidates;
8. Interviews in Federal departments will be conducted in a relaxed and informal setting and managers are strongly encouraged to include Inuit on selection panels for all interviews;
9. Hiring panels will give due consideration to competencies and potential in addition to education and experience;
10. Where appropriate Federal departments will use their authority to appoint beneficiaries without competition when a suitable candidate is identified outside the organization. Such appointments will be defensible under the Merit Principle.



11. When it is necessary to hire from outside the Territory, a knowledge of the NLCA and previous cross cultural experience, will be factors taken into account when judging candidates.

**Time Frames:
On-going, Mid Term**

Commitment #4

Key Result: Foster a work environment and corporate culture that supports Inuit culturally, leading to diversity and success in the workplace.

Activities:

1. Provide subsidized housing for all Inuit full-time indeterminate employees who do not own homes privately, subject to the availability of units; and pursuant to TBS directives and local housing market availability.
2. Support the workplace well-being and success of Inuit through the development of a culturally relevant employee assistance program with local delivery;
3. Encourage implementing Alternate Work Arrangements and leave provisions to accommodate Inuit employees to participate in traditional lifestyle activities and traditional family-related (elder care, children, cultural adoption, extended family) obligations.¹⁷
4. Cross cultural orientation sessions will be held for both Inuit and non Inuit employees. It is recognized that Inuit employees need to be given orientation sessions around the expectations associated with employment in government and government corporate culture.

¹⁷ Human resource policies are governed by Treasury Board and Managers are encouraged to use alternate work arrangements where appropriate and based on operational requirements, which allow time banking, lieu time for time worked and paid leave through salary deduction arrangements.



Time Frames:
On-going, Mid Term

Commitment #5

Key Result: Support Inuit employment opportunities and success in the workplace.

Activities:

1. Coordinate local in-service training opportunities through the Nunavut Federal Council and the Public Service Commission to strengthen administrative, management and executive competencies of Inuit employees in Nunavut;¹⁸
2. Further develop partnerships with the Government of Nunavut, Nunavut Tunngavik Incorporated and Municipalities to exchange information and opportunities to participate in local courses on a cost-recovery basis;
3. Support the ongoing development and succession planning of young Inuit Federal public servants through the Nunavut Chapter of CCRYSPN;¹⁹
4. Coordinate a Federal inter-departmental mentorship program between Inuit executives/managers and employees to support learning and development.
5. Support ongoing development and succession planning of all Inuit employees.

Time Frames:
On Going, Mid Term

Commitment #6

Key Result: Foster a work environment and corporate culture that supports Inuit culture and diversity.

¹⁸ Individual departments are responsible to coordinate employee learning and succession plans and may reflect these within their Annex.

¹⁹ CCRYSPN is the national Federal inter-departmental youth network. Each Province and Territory has established a Chapter. Young public servants 35-years and under are invited to join and benefit from the advocacy, learning and networking opportunities coordinated in their local area. The Nunavut Chapter was established in November 2002, with 50% Inuit participants, and will be a forum for continued in-service learning opportunities and development.



1. Coordinate through the Nunavut Federal Council and Public Service Commission, ongoing training and awareness of Diversity management principles and cross-cultural respect through accredited consultants and service-delivery organizations;²⁰
2. Coordinate awareness and training products on the Nunavut Land Claim Agreement through the Nunavut Federal Council and DIAND to strengthen awareness of the history, obligations, organizations and governance impact for Nunavut;
3. Explore opportunities for decentralization of federal departments as internet platforms and bandwidths improve.
4. Promote and encourage the use of Inuktitut in the workplace;²¹
5. Support the presentation, discussion and integration of Inuit Qaujimagatuqangit (IQ) principles in the workplace.²²
6. Re examine government work environments to determine how they might better be designed to anticipate the needs of Inuit staff or clients. Consider the integration of artwork and trilingual signage to support Inuit employees and clients in future Federal workspaces to reflect Inuit culture and values.
7. Take steps to loosen security (particularly in the GOCB) so Inuit are more comfortable entering government buildings.

**Time Frames:
On Going, Mid Term, Long Term**

MONITORING AND REPORTING

REPRESENTATIVE EMPLOYMENT LEVELS

Commitment #7

Key Result: Identify current level of representation by occupational group and level. Maintain a central data base to track progress in meeting targets.

²⁰ In October 2002, the Canadian Centre for Management Development delivered Diversity: Vision and Action to GOC and GN departments to promote professional development, dialogue and inclusive approaches for HR planning and workplace relations.



Activities:

1. The Nunavut Federal Council members will contribute information to a database showing federal government positions in Nunavut. This will ideally include their location, type and category and also whether they are currently filled by a beneficiary or non beneficiary.
2. This data base will be reviewed against current Inuit Labour Force information to determine what areas would most benefit from sustained or targeted pre-employment or on the job training

Time Frames:

On going. The data base has been established, departments will submit updated statistic through the Nunavut Federal Council on a yearly basis to the appropriate Government of Canada department tasked with this responsibility.

Commitment #8

Key Result: Identify a process to monitor the implementation and obligation of Article 23 in Nunavut and the senior official[s] responsible.

Activity:

1. Individual departments are responsible for their Inuit Employment Plans and to provide monitoring reports through the Nunavut Federal Council for reporting.

²¹ The Government of Canada supports the use of Inuktitut in Nunavut. Alongside English and French, Inuktitut is an important language for Federal program and service delivery in Nunavut. Individual departments recognize the need to support Inuktitut-speaking staff where English is a second language and encourage Inuktitut promotion and retention among Inuit.

²² Inuit Qaujimajatuqangit, while often thought of as traditional knowledge, is more properly defined as “the Inuit way of doing things: the past present and future knowledge, experience and values of Inuit society. (CLEY presentation April 2003)



2. In an attempt to simplify monitoring and reporting, annual updates of the Federal Government's employment levels in Nunavut will be forwarded, through the Chair of the Nunavut Federal Council, on behalf of those members participating in the 'Umbrella Plan' to the appropriate senior official in the Government of Canada.

Time Frames:
On Going

Commitment #9

Key Result: Provide clear and open communication to employees and stakeholders on Government of Canada obligations under Article 23.

Activities:

1. The Nunavut Federal Council will post the Umbrella IEP on the Internet website;
2. Individual departments are encouraged to provide clear, open communication and seek employee input on Departmental IEP objectives, obligations, performance and initiatives;
3. Individual departments are encouraged to post their internal IEPs in their workplace and distribute to staff and stakeholders.

Time Frames:
On Going, Short Term



ANNEX 1 – IEP NARRATIVE

CANADA-NUNAVUT DFO OFFICE

Inuit Employment Plan Annex
Update, December, 2003

Joanne Rose

Land Claim and Government Liaison
Canada-Nunavut DFO Office

TABLE OF CONTENTS

1. The National Context35
2. DFO in Nunavut35
3. Gap Analysis36
3.1 Occupational Groups and Categories36
3.1.1 Fisheries Management Sector36
3.1.2 Habitat Management Sector37
3.1.3 Conservation and Protection37
3.1.4 Oceans Program38
3.1.5 Land Claims and Inter-Governmental Liaison38
3.1.6 Administration38
4. Statistics & Targets	
4.1 1996 Statistics39
4.2 2003 Statistics39
4.3 2005 Targets41
4.4 2007 Targets42
5. Barriers to Hiring Beneficiaries43
6. Barriers to Hiring Professional Beneficiaries43
7. Human Resource Practices	
7.1 Training and Development44
7.1.1 Fishery Officer Career Program44
7.1.2 Various DFO Training Programs44
7.1.3 Outreach and Awareness Building44
7.2 Recruitment45
7.3 Retention45
8. Monitoring and Reporting46

1. THE NATIONAL CONTEXT

The Department of Fisheries and Oceans is responsible for policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters; for the conservation and sustainable utilization of Canada's fisheries resources in marine and inland waters; for leading and facilitating federal policies and program on oceans; and for safe effective and environmentally sound marine services responsive to the needs of Canadians in a global economy

This document describes the various occupational groups and staff positions at the DFO offices, provides a gap analysis, overview of human resource practices, training programs and needs, outlines concrete actions to encourage Nunavummiut to contemplate, pursue and achieve careers in our department.

2. DFO IN NUNAVUT

Department of Fisheries and Oceans has offices in both Iqaluit and Rankin Inlet established in 1979 and 1980 respectively. It is comprised of the following seven sectors/programs: Fisheries Management, Habitat Management, Conservation & Protection, Oceans, Land Claims & Inter-Governmental Liaison, Coast Guard and Administration. Since the creation of Nunavut in April 1999, Fisheries and Oceans Canada has made several changes, in order to better serve the residents of Canada's newest territory.

In the area of Service Delivery, the department provides service from Rankin Inlet to the Kitikmeot communities of Kugaaruk, Kugluktuk, Gjoa Haven, Cambridge Bay, and Taloyoak, and in the Kivalliq region to the communities of Arviat, Baker Lake, Chesterfield Inlet, Repulse Bay and Whale Cove. The Rankin Inlet satellite office reports to the main DFO office, in Iqaluit. The Iqaluit office provides service to all thirteen communities in the Qikiqtaaluk region.

In addition to its two points of in-person service, DFO continues to do outreach work in each Region, concentrating on Conservation Education, Enforcement, Fisheries and Habitat Management.



2.1 CANADIAN COAST GUARD

MCTS AND FIELD OPERATIONS, ARCTIC OFFICE IN NUNAVUT

This note is for information only. The numbers are not included with DFO's Eastern Arctic Area Office statistics.

The Marine Communications Traffic Systems locate staff in Iqaluit for the shipping season which lasts from approximately May to November. There are two technical staff, one of whom is a Nunavut Land Claim beneficiary. There are six regular radio operators and three HTO radio operators. The 3 HTO radio operators are beneficiaries and are trained in Iqaluit. They begin their training in May and work as Inuktitut speaking radio operators until the end of September. None of the 6 regular radio operators are beneficiaries. The position of Officer in Charge is filled on a three week rotational basis by three non-beneficiary MCTS staff persons from Ontario.

The Superintendent, Field Operations Arctic Office is a non-beneficiary and operates out of Iqaluit from June to October; two more non-beneficiary casual staff are hired from southern Canada and work in various locations in Nunavut from July to October.

3. GAP ANALYSIS:

3.1 Occupational Groups and Categories

DFO staffing within the sectors is comprised of six occupational groups. Operational (Fishery Officer Career Program, FOCP, GT-01-02GT-03,) Administrative Support (AS-03, CR-04) Admin and Foreign Service (PM-03, PM-04, PM-06) Technical (EG-04, EG-05) Scientific & Professional (BI-03), and Executive (EX-01).

3.1.1 Fisheries Management Sector

The Fisheries Management Sector is comprised of one Science/Professional position (BI-03) and two Technical positions (EG-04 and EG-05). All of these positions are presently filled. A competition for the EG-05 position was completed recently the outcome of which will see the EG_04 incumbent promoted to the EG-05 position.



The EG-04 vacancy thus created will be filled by direct appointing an existing term employee. This beneficiary's term of employment would soon have ended. DFO will create a training plan and enable and encourage the individual to acquire the necessary skills and capacity through on the job training, staff development and Arctic College courses in order to meet the EG-04 qualifications.

Enrollment in the Arctic College Environment Technology Program has increased in recent years and therefore, it is reasonable to assume that future incumbents will be recruited successfully should a vacancy arise with priority given to Inuit graduates.

3.1.2 Habitat Management Sector

The Habitat Management Sector is comprised of two Science/Professional positions (BI-03) currently staffed by non-Beneficiaries on a short term basis. There is a competition underway to fill these two positions indeterminate. No eligible beneficiary candidates are presently available.

There is an ongoing effort by the Department to increase science capacity in the north; however there are presently no resources available. Should the pursuit of funding for a technical position prove successful, we will actively and believe successfully, recruit a Beneficiary from the Arctic College, Environmental Technology Program to fill the position.

3.1.3 Conservation and Protection (C&P)

The Conservation and Protection sector is composed of six positions. There are five positions staffed and one currently vacant. Beneficiaries are employed in various occupational groups. There are three Middle Management positions in the Operational category, (PM-06 & PM-04). The PM-06 position is staffed by a non beneficiary as is the PM-04 position in Rankin Inlet. A beneficiary occupies the Iqaluit (PM-04) position. There are three Operational positions, a (PM-03), and two incumbents at various levels (GT-01 and GT-02) in the Fishery Officer Training Program, both beneficiaries.

Furthermore, DFO will continue to fill the FOCP exclusively with Beneficiaries, who meet the requisite qualifications, recruiting every two or three years, based on attrition.



Given the current availability of qualified Beneficiaries in the labour market, we feel confident that should some of the current positions in C&P become vacant we could successfully recruit and fill most of them with Inuit.

3.1.4 Oceans Program

The Oceans Program is comprised of one Middle Management position (EG-04) and is currently staffed by a Beneficiary who was originally recruited from the Environmental Technology Program offered at the Arctic College. The incumbent was employed in the Conservation and Protection sector as our licensing technician before moving into the Middle Management position of the Oceans Program. Given the existing and future capacity, we feel confident that the position would be filled by a Beneficiary should it become available in the future.

3.1.5 Land Claims and Governmental Liaison

The Land Claims and Government Liaison position was vacant for approximately two years, from August 2000 until November 2002. Two competitions were held Nunavut-wide and Nation-wide in 2001 and 2002. As of October 2002, a non-beneficiary candidate was selected. From September 2003 to September 2004 the incumbent will be on maternity leave and the position will be filled internally by a non-beneficiary. Every effort will continue in the future to select a Beneficiary should the position once again become vacant.

3.1.6 Administration

The Administration sector is comprised of one Executive (EX-01), one Administrative Services Officer (AS-03) both staffed by non-beneficiaries and one Area Administrative Clerk (CR-04) position occupied by a beneficiary in an 11 month term position. It is our understanding that a suitable pool of Inuit candidates exist should either the Clerk or Administrative Services Officer position become vacant in the future; every effort will be made to fill these positions by Beneficiaries at that time.

Should any positions within any sector in Nunavut become vacant, we are



committed to continue involving Inuit in the selection process. The hiring of non-Inuit will occur only if no suitable Beneficiary candidate is found.

4. STATISTICS & TARGETS

4.1 1996 Statistics

Total Number of Inuit Occupying Positions by Categories as of April 1, 1996

DFO's first Inuit Employment Plan from 1996 *highlights a serious gap of Beneficiary employees both in number and in representation throughout the Department. One Inuit occupied a term GT-01 position in Iqaluit which*

POSITION TYPE	NUMBER	INUIT REPRESENTED
PM-06	1	0
PM-04	1	0
BI-03	2	0
EG-05(TERM	1	0
CR-04(TERM	1	0
GT-03	2	0
GT-01(TERM	1	1
Totals	9	1

shows an 11% representation of Beneficiaries employed in a low level position. In the seven years since the plan was written and implemented DFO has focused on fulfilling its obligations for Inuit employment under the Nunavut Land Claims Agreement and has significantly increased its recruitment, training and retention of Beneficiaries. Further discussed in section 4.2.

4.2 2003 Statistics

The following figures reflect DFO's 2003 staff component in Nunavut, showing an increase of 7.5 staffed positions since 1996.



Total Approved Position**Total Positions Filled**

Iqaluit	14.5	Iqaluit	13 (1 vacancy)
Rankin Inlet	<u>3</u>	Rankin Inlet	<u>3</u>
	17.5		16

Total Number of Inuit Occupying Positions by Categories

All current positions represent full-time indeterminate employment, with the exception of one half-time indeterminate position situated in Iqaluit which is cash managed to provide full-time work.

POSITION TYPE	NUMBER	INUIT REPRESENTED
Executive (EX-01)	1	0
Admin/Mgmt (EG-04,PM-04,PM-06)	3	1
Scientific & Professional (BI-03)	3	0
Technical (EG-04, EG-05)	2	1
Administrative Support (AS-03, CR-04)	2	0
Operational (PM-03, PM-04) & FOCP (GT01, GT02)	6	4
Totals	17	6

The Department currently has a total of 17.5 employees, 7 of whom are beneficiaries, giving it a representative level of approximately 35%. In order to reach a representative level of 85% by the year 2020, Inuit must be trained and hired to fill 7 of the 9.5 positions now vacant or occupied by non-beneficiaries.



The results of our most recent Nunavut-wide competitions indicate to us that the labour market includes Beneficiaries with the skills required to fill various positions within our FOCP, Operational, Administrative Support, Technical and Middle Management positions. Furthermore, *DFO has a staffing sub-delegation from the Public Service Commission to appoint Beneficiaries at all classifications of the public service, except at the EX level.* This should provide DFO in Nunavut with some flexibility in filling positions which become vacant through attrition. It is our intention then, that should any of the currently staffed positions become available, we will first and foremost recruit a Beneficiary to fill the position.

4.3 2005 Targets

There are currently two Beneficiaries enrolled at various stages of our Fishery Officer Training Program (FOCP) at the Operational level. They will have completed the program that by 2005 and hold positions within the Conservation and Protection Sector. It is likely that in 2005, one of the

POSITION TYPE	NUMBER	INUIT REPRESENTED
Executive (EX-01)	1	0
Admin/Mgmt (EG-04,PM-04,PM-06)	3	2
Scientific & Professional (BI-03)	3	0
Technical (EG-04, EG-05)	2	1
Administrative Support (AS-03, CR-04)	2	1
Operational (GT03, PM-03, PM-04) & FOCP (GT01, GT02)	6	5
Totals	17	9

Admin/Management positions will become available within the P&C sector and that the capacity exists to fill it with a Beneficiary currently employed



at the Operational level. It is our belief we will be able to then move one of the graduates of the FOCP into the position vacated by the promotion mentioned above. It is also reasonable to assume that we will enroll at least one Beneficiary in the FOCP program to account for attrition and migration. A brief description of the Fishery Officer Training Program is given in section 6.1.1. The numbers above include the addition of one position at the Operational level, staffed by a Non- Beneficiary, further details in section 3.1.5. We feel it is unlikely that we could identify a Beneficiary who qualifies for a Scientific or Executive position despite our efforts in the pre-employment realm.

4.4 2007 Targets

It is considered unlikely that that we will be able to identify a Beneficiary who would qualify for an Executive or Scientific position should one become available. This is discussed further in section 5.

It is important to note that although the overall number of Beneficiaries

POSITION TYPE	NUMBER	INUIT REPRESENTED
Executive (EX-01)	1	0
Admin/Mgmt (EG-04, PM-06)	3	2
Scientific & Professional (BI-03)	3	0
Technical (EG-04, EG-05)	2	1
Administrative Support (AS-03, CR-04)	2	1
Operational (GT03, PM-03, PM-04) & FOCP (GT01, GT02)	6	5
Totals	17	9



currently employed by DFO is not projected to increase significantly by 2007, the target numbers above show that we *expect Inuit employees to continue their vertical progression in representing DFO at different employment levels throughout the department.* Should any position become vacant through attrition in any of the sectors, our mandate is to actively seek a qualified Beneficiary and implement the staffing sub-delegation from the PSC with the identification of a qualified candidate.

5. BARRIERS TO HIRING BENEFICIARIES

DFO in Nunavut is working to break down systemic barriers preventing the successful recruitment, retention and promotion of beneficiaries.

We have been pro-active in contacting and recruiting for summer employment students in the Environmental Technology Program at Arctic College with a view in mind for possible post graduation employment. This has worked well in at least one case where after graduation a former summer student was hired indeterminately as a GT-04 in the Fisheries Management sector. We have also hired ETP students for special short term projects. DFO Nunavut has Direct appointed beneficiaries in several instances and will continue to do so in order to secure talented Inuit.

We are seeking the relaxation of the entrance requirements for Nunavut beneficiaries to the FOCPP program. Beneficiaries are often screened out at the initial stage by not being able to complete a timed knowledge test. We are seeking permission to forgo the test or have the time limit extended in order to increase the success rate for entrance of Inuit to the program.

6. BARRIERS TO HIRING PROFESSIONAL BENEFICIARIES

The route to becoming a fully qualified Scientist requires a university degree, practical experience and often post graduate study. A university degree is not a specific requirement for Ex. positions experience and training are usually required at the EX level. Although great strides have been made in distance education it is unlikely that all educational and practical experience could be attained without a large investment of time away from



home. Limited support, complete alienation from community and culture make it extremely difficult to achieve success. We believe our failure to attract qualified candidates to our professional positions is a reflection of the current labour market, rather than our recruitment practices.

7. HUMAN RESOURCE PRACTICES

7.1 Training and Development

7.1.1 Fishery Officer Career Program (FOCP)

As suitable Beneficiaries are currently available in the labour market we have not needed to initiate a large recruitment campaign. Cadets undergo RCMP training, a national orientation session in Cornwall, Ontario, a regional orientation on either the Atlantic or Pacific coast followed by several months of on the job training and mentoring with an Inuit Fishery Officer whenever possible. The training program is two years and we have a high success rate with Beneficiary recruits.

7.1.2 Various Training Programs

DFO has very distinct training programs in that it offers and encourages its employees to attend up to 10 days annually of relevant training for their position, given adequate funding is available. Additionally, employees are offered an array of more generic training which includes anti-harassment workshops, conflict resolution, negotiation, First Aid and various software upgrading workshops etc. DFO also offers a continuum of training for encouraging the development of managers. Phase one is offered regionally and phases two and three are offered nationally.

Training in all of the areas mentioned above is actively promoted and provide Nunavummiut with meaningful opportunities to make important contributions to the territory.

7.1.3 Outreach and Awareness Building

We recognize that a widespread, sustained and coordinated effort is required to encourage Nunavummiut to complete their secondary studies,



and contemplate then pursue and achieve careers in the Fisheries and Oceans. The foundation of our future success in involving Inuit in meaningful, knowledge-worker positions is outreach and awareness building. Our objective, through school visits; participation in career fairs, field trips, and various public activities is to build awareness of the career opportunities as well as the benefits to society that are provided by DFO. The various Beneficiaries currently employed by the department serve as role-models for Nunavummiut of all ages and are central figures in all of our outreach and awareness building efforts. Through increased awareness, young Nunavummiut are more likely to embark on post-secondary training, leading them to eventual employment with DFO.

7.2 Recruitment

Fisheries and Oceans encompass topics that are both historically and currently of extreme cultural relevance to Inuit. With the exception of one, all communities are shore based with direct access to the ocean. The Traditional knowledge base and familiarity with topics common to both (Inuit & DFO) has greatly assisted DFO in its recruitment of Beneficiaries to the department. Furthermore, DFO adopts a co-management approach to implementing its policies under the NLCA and as such focuses on maintaining positive and interactive working relations with various DIO's such as community HTO's, RWO's and NWMB.

We feel confident that our success in hiring Beneficiaries at various levels within the department indicates that few barriers to entry exist for the FOCP, Operational, Administrative Support, Technical and Middle Management Sectors. Failure to recruit qualified candidates for professional levels is seen as a reflection of the current labour market rather and not our recruitment practices.

7.3 Retention

DFO anticipates continued success in hiring and retaining Beneficiaries as the line of work is amenable to cultural lifestyles and environments. The various training and development strategies are discussed in section 3.3.3 encourages employees to enhance their current positions and to learn and grow into ever more challenging positions.

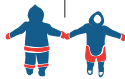


Our continued success with recruiting and retaining candidates for the FOCP gives us reason to believe that Inuit Fishery Officers will continue to represent the department exclusively.

8. MONITORING AND REPORTING

The Department of Fisheries and Oceans commits to continuous monitoring of and reporting on Inuit employment levels, in a manner that is consistent and coordinated with other Federal Departments.

Responsibility for the implementation of this Annex lies with the DFO Director in Nunavut.



ANNEX 2

DEPARTMENT OF INDIAN AND NORTHERN DEVELOPMENT

Nunavut Regional Office

Inuit Employment Plan 2002-2007

Version 2 - October 2002

Iqaluit, Nunavut

TABLE OF CONTENTS

1. Background	48
2. The Nunavut Regional Office Human Resources Plan	50
3. Review of the DIAND 1996-1999 Inuit Employment Plan	51
4. Environmental Scan	52
5. Human Resources in the NRO	52
6. Current Training and Development Initiatives	53
7. DIAND-NRO Inuit Employment Statistics	54
8. NRO Performance Plan to Increase Inuit Representation	56
9. NRO Targets	60

BACKGROUND:

INAC has historically maintained a regional presence within the capitals of northern territories. With the creation of Nunavut on April 1, 1999, INAC established a regional office in Iqaluit, Nunavut. Beginning April 1, 2001, the Nunavut Regional Office (NRO) became fully operational and assumed all management functions.

The mission of the NRO describes the principle and purpose of the organization and provides a focus for all of its activities.

“To work in partnership to help improve the quality of life of Nunavummiut through sustainable economic development, environmental protection, and effective resource management.”¹

The role of the NRO is to:

- work in cooperation with the Government of Nunavut, Inuit organizations and other institutions to support the political and economic development of Nunavut
- support economic development and capacity building through dedicated programs
- deliver on lands, minerals, environmental and water resources responsibilities
- deliver and promote programs and services in cooperation with other federal government departments
- support the implementation of the Nunavut Land Claims Agreement (NLCA)

The Nunavut Regional Office offers programs to help support

- education
- training
- entrepreneurship
- economic development
- workforce development
- youth employment

The NRO, through Regional Inuit Organizations, provides funding for eligible recipients to support the professional development of Inuit and

¹ Indian and Northern Affairs Canada, Nunavut Regional Office, Tukimut – Nunavut Region Strategic Plan 2002/03, p. 2.



THE NRO HUMAN RESOURCES PLAN

strengthen Inuit organizational capacity. Through a project review committee, the Department also provides funding to help support economic development initiatives, and assist Inuit-owned businesses and sustainable resource development projects in Nunavut.

The Inuit Employment Plan (IEP) as presented herein, is cognizant of the spirit and intent of Article 23 and fulfills the specific requirements of Article 23.4 of the Nunavut Land Claim Agreement (NLCA).² The content was compiled and reviewed by an internal working group in

the Nunavut Regional Office (NRO). The plan is a "living document" to be continually reviewed and revised with a goal of continuous improvement in achieving successful and representative Inuit employment with the Nunavut Regional Office.

The NRO has also developed a parallel Human Resources Plan that identifies a variety of human resources management initiatives designed to support achievement of NRO strategic priorities, inclusive of Article 23. These initiatives are currently underway or planned for implementation over the period 2002-2004 inclusive. The initiatives that will support Inuit employment include:

- Partner with management to ensure that all job descriptions are current and adhere to Article 23 requirements;
- Conduct Exit Interviews to form benchmark data, analyze, recommend organizational changes/measures as required;
- Regional HRIS requirements are identified, implemented and appropriate staff receives training. (Note: these information systems will capture data on land claims beneficiaries' respective salary levels, employment status, geographic location, date of hire, promotions, retirement, job change and/or termination of employment)
- Workshop on Article 23 to be included in all staff orientation
- Job descriptions to include respective accountability/responsibility for increasing Inuit representation
- Employment Systems to be conducted to identify any systemic barriers and removal of same.



² The Minister of Indian Affairs and Northern Development and the Tungavik, Agreement Between the Inuit of the Nunavut Settlement Area and Her Majesty the Queen in right of Canada, Ottawa: Queens Printer, 1993, p. 191.

**REVIEW
OF THE DIAND
1996-1999 INUIT
EMPLOYMENT
PLAN**

- Increase usage of effective learning plans within NRO
- Develop a recruitment and retention plan
- Review of Employee Assistance Program to determine effectiveness in meeting NRO needs, e.g. rates of utilization, languages of service, awareness sessions, etc.
- Workplace will recognize cultural environment, e.g. Access to Inuit Elders, Inuit Arts and Crafts, etc.

An important report that influenced the development of the Inuit Employment Plan herein was the *5-Year Review*, as stipulated under Article 37.3.3 of the NLCA. The 5-Year Review, commonly referred to as the "Avery-Cooper Review" was released in March 2000 as the independent evaluation of implementation efforts undertaken by the original signatories to the NLCA. It provides an analysis of the shortfalls of the parties in meeting their respective obligations under Article 23 and details recommendations for improvements in processes, planning, initiatives, etc. The NRO has reviewed this report and extracted lessons learned for incorporation into the NRO Inuit Employment Plan.

The Avery-Cooper Review revealed the need for a more detailed analysis of our internal "personnel" systems, policies and procedures, and processes. Specifically, the DIAND IEP did not meet the following Article 23.4.2 requirements:

- Identify areas of under-representation by occupation
- Identify regular full-time and part-time figures
- Identify number of Inuit who are, or would like to be qualified
- Projected attrition rates
- Analysis of internal personnel system
- Analysis of policies and procedures
- Identify impediments
- Identify measures consistent with the merit principle
- Have a monitoring and reporting mechanism



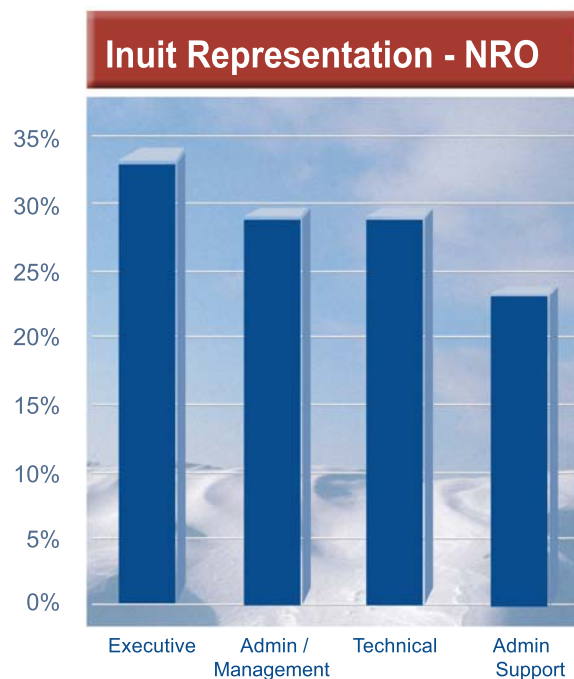
ENVIRONMENTAL SCAN

Nunavut is currently experiencing a population growth, including a growing youth population. The NRO believes this provides opportunities in terms of access to a young, new workforce. However, it also recognizes that there are challenges in finding skilled workers in a region that is currently characterized by somewhat low education levels. Presently, there are insufficient numbers of adequately educated, trained and experienced Inuit available to meet the requirements of a variety of positions within NRO. This includes, but is not limited to Management, Scientific and Technical occupational groups. The population growth has also triggered strong pleas for increased social and housing programs in the region.

Labour Demand - The Nunavut labour market is characterized by competition for knowledgeable and skilled staff to fill positions. Given the characteristics of the Nunavut labour supply, this results in a fierce competition between organizations for a limited supply of human resources that hold the required competencies for the vacancies.

HUMAN RESOURCES IN NRO

The following chart reflects Inuit representation within the NRO in respective occupational categories. Although NRO does have 12 positions in the Scientific and Professional Occupational category, it is not included within the chart because 0 positions are filled by Inuit Land Claims Beneficiaries.



Please refer to the next two pages for a detailed breakdown concerning number of positions within the NRO, location, number of positions filled with Inuit Land Claims Beneficiaries, number filled by non-beneficiaries and positions current vacant.

Attrition Rate within the NRO: 22% based on figures over FY 2001-2002

CURRENT TRAINING & DEVELOPMENT INITIATIVES:

The NRO , albeit in its own development stage, has undertaken proactive and creative measures to increase Inuit representation. Equipped with our belief in the value of employment and training as critical to the success of Nunavut and to our region in meeting its goals, the NRO has already moved forward in preparing for tomorrow.

Working in partnership with the Kakivak Association, an Inuit owned organization and St. Mary's University, the NRO supports the development of three (3) Inuit staff members in management. Historically, the Management occupational group has been severely under-represented. These occupations require skill sets that focus on public policy management encompassing the development of strategic directions, regional policy, and standards of service delivery that meet Nunavummiut's needs. Our goal is to build a talent pool to encompass these skill sets and to draw from it for future vacancies within management.

Presently, the NRO receives its compensation and benefit services through the NCR in Ottawa. Our goal is to offer this service in Nunavut by the end of the fiscal year 2002-2003. We dovetailed this goal with our desire to continue to develop our talent pool and build a representative regional office. The NRO identified one (1) Inuk Land Claims Beneficiary to be developed as the Regional Compensation and Benefits Advisor. A tailored training program was developed that comprises coursework and training-on-the-job in compensation and benefits. Upon completion, the person will be promoted into the position on an indeterminate basis and NRO will have pay and benefit services in Nunavut.



DIAND - Inuit Employment Statistics - May 2002

Positions Staffed by Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	10	0	0	0	0	0	0	10
Scientific & Prof	0	0	0	0	0	0	0	0
Technical	0	0	1	0	0	0	0	1
Admin Support	4	0	0	0	0	0	0	4
Operational	0	0	0	0	0	0	0	0
Total	15	0	1	0	0	0	0	16

Positions Staffed by Non-Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	2	0	0	0	0	0	0	2
Admin/Mgmt	20	0	0	0	0	0	0	20
Scientific & Prof	8	0	0	0	0	0	0	8
Technical	4	0	0	0	1	0	0	5
Admin Support	9	0	0	0	0	0	0	9
Operational	0	0	0	0	0	0	0	0
Total	43	0	0	0	1	0	0	44

Positions Currently Vacant

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	16	0	0	0	0	0	0	16
Scientific & Prof	5	0	0	0	0	0	0	5
Technical	2	0	0	0	0	0	0	2
Admin Support	2	0	0	0	0	0	0	2
Operational	0	0	0	0	0	0	0	0
Total	25	0	0	0	0	0	0	25



DIAND - Inuit Employment Statistics - May 2002

All Positions and Their Locations

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	3	0	0	0	0	0	0	3
Admin / Mgmt	46	0	0	0	0	0	0	46
Scientific & Prof	13	0	0	0	0	0	0	13
Technical	6	0	1	0	1	0	0	8
Admin Support	15	0	0	0	0	0	0	15
Operational	0	0	0	0	0	0	0	0
Total	83	0	1	0	1	0	0	85

Beneficiaries Employment by Category and % of Current Staff

	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	3	1	33%
Admin/Mgmt	30	10	33%
Scientific & Prof	8	0	0%
Technical	6	1	17%
Admin Support	13	4	31%
Operational	0	0	0
Total	60	16	27%



**NRO PERFORMANCE PLAN
TO INCREASE INUIT REPRESENTATION**

GOAL	ACTION	TIME	CHAMPION
Workforce Analysis	<p>Participate in the Aboriginal Declaration Process to ensure self-identification of NLC beneficiaries. To include present staff, new staff and all candidates in the resume inventory.</p> <p>Regularly produce, calculate and analyze data on representation by occupational groups/categories. Data will consist of:</p> <ul style="list-style-type: none"> - Representation - Internal and inventory availability - Hiring dates - Salary levels - Employment status (part-time, full-time, etc) - Promotions - Training taken - Skills inventory - Termination 	04/02 ongoing	Human Resources
Increased knowledge of Article 23 requirements	All NRO staff will attend the Article 23 workshop delivered by PSC Orientation of all new NRO employees will include the above-noted workshop	FY03-04 ongoing	IAIR/HR
Inuit cultural awareness	All NRO employees will attend the Inuit Cultural Awareness course as a mandatory requirement Inuit Elders will be available for counseling and coaching of staff	FY03-04 ongoing	HR

— continues



GOAL	ACTION	TIME	CHAMPION
Analysis of Policies and Procedures	<p>Integrate Article 23 considerations in all internal NRO policies, activities, guidelines and procedures</p> <p>Develop an internal “Priority Hiring Policy” targeted to Inuit Land Claims Beneficiaries</p>	FY 02-03 ongoing	IAIR/Exec. Serv. HR
Staffing	<p>Ensure the inclusion of Inuit representation on selection panels to the fullest extent possible</p> <p>Implement Behaviour Based Interviewing in the NRO</p> <p>Routinely conduct post-board interviews with Inuit applicants when the selection results are communicated. Provide feedback, determine areas of interest and actively market INAC</p> <p>Ensure debriefing on all competitions held within the NRO to determine number of Inuit applicants, # interviewed, assessment tools used, area of selection, etc. and identify areas for improvement</p> <p>Continue to build the INAC “Inuit Land Claims Beneficiary” inventory by partnering with PSC in outreach activities to recruit beneficiaries into the public service (career fairs, school speaking engagements, etc)</p> <p>Run targeted posting to establish eligibility lists of NLC beneficiaries</p>	<p>Ongoing</p> <p>FY 02-03</p> <p>FY 02 ongoing</p> <p>2002 ongoing</p> <p>FY 02 ongoing</p> <p>FY 2002 ongoing</p>	<p>All – NRO</p> <p>HR</p> <p>All – NRO</p> <p>HR</p> <p>IAIR/HR And NRO Leaders</p>
Visibility of Article 23	Build Article 23 site on INAC intranet to provide updates on Inuit employment within NRO	FY 2003	IT/HR

— continues



GOAL	ACTION	TIME	CHAMPION
Learning	Develop a fully equipped learning center within the NRO that will include resources such as computers, books, audio-tapes, audio-visuals, cd-rom, etc.	FY 2002	HR
	Access career counseling program in Learning and Leadership Branch, Ottawa. Career counselor to assist in developing learning plans for development of Inuit for career progression purposes		
	Implement a mentoring program in the NRO – Provide recognition to mentors	2002-03	HR/IAIR
Pre-employment Initiatives	Implement an adopt-a-student program wherein two (2) students will be selected for sponsorship in post-secondary education geared to occupations in NRO (e.g. scientific and professional) that are severely under-represented, summer work guaranteed with a “return in service” contract to work with INAC following graduation.	FY 2003 Ongoing	IAIR
	Leadership involvement in promoting pre-employment initiatives for youth in Nunavut, e.g. Science Camp (radio spots, meetings with CEDOs, spotlighting opportunities during community visits, etc.	FY 2003 ongoing	IAIR

— continues



GOAL	ACTION	TIME	CHAMPION
(continued) Pre-employment Initiatives	Create one new position in Operations that will be an “apprenticeship” position with a goal of generating interest through exposure to the scientific/professional and technical fields. The incumbent would remain in the position and/or eventually obtain the necessary qualifications for a career in the field.	FY 2003	Operations
Recruitment	Develop a marketing program for INAC careers using Inuit Role Models Host bi-annual visits to NRO by students within Nunavut to learn about work in the region	FY 2003 ongoing	HR/IAIR
Successful Inuit Employment	Access best practices from other organizations towards successful and representative Inuit employment	FY 2003 ongoing	HR
Monitoring & Reporting	Reports will be provided in a common format that include quarterly reports by directorates and an annual regional report to HR-REC	Immed. and ongoing	RDG/HR



NRO 2005 Targets

POSITION TYPE	NUMBER	INUIT REPRESENTATION
Executive	3	1 = 33%
Admin/Management	48	18 = 38%
Scientific & Professional including apprenticeship position	13	1 “apprentice” = 8%
Technical	8	4 = 50%
Administrative Support	14	8 = 57%
Total	85	38%

The above targets are based on implementation of initiatives noted herein and in the Human Resources Plan. They also take into consideration the annual overall attrition rate of 22%.

NRO 2007 TARGETS

POSITION TYPE	NUMBER	INUIT REPRESENTATION
Executive	3	2 = 66%
Admin/Management	48	26 = 54%
Scientific & Professional including apprenticeship position	13	2 (1 apprentice and one completion of “adopt-a-student” program) 15%
Technical	8	5 = 63%
Administrative Support	14	10 = 75%
Total	85	53%



The above targets are based on consideration of:

- retirements within the region
- development of Inuit Land Claims Beneficiaries for Executive positions
- One student completion of necessary post-secondary education for full entry into Scientific/Professional occupational categories (This entails 1 completion of the NRO “adopt-a-student program”)
- Implementation of initiatives as per the NRO Inuit Employment Plan and Human Resources Plan



ANNEX 3

DEPARTMENT OF JUSTICE
Nunavut Regional Office

Inuit Employment Plan

2002-2007

TABLE OF CONTENTS

1) INTRODUCTION66
2) DEPARTMENT OF JUSTICE CANADA67
3) GAP ANALYSIS69
3.1) OCCUPATIONAL GROUPS AND CATEGORIES OF EMPLOYMENT69
3.1a) Employment Statistics and Inuit Representation in 199969
3.1b) Employment Statistics and Inuit Representation in 200270
3.1c) Anticipated Staffing within the Department of Justice Canada and Inuit level of Representation71
3.1d) Areas of Under-representation by Inuit within the Department of Justice Canada72
3.2) PROJECTED OPERATIONAL REQUIREMENTS BY OCCUPATIONAL GROUP AND LEVEL FOR THE 2002 FISCAL YEAR73
3.3) PROJECTED OPERATIONAL REQUIREMENTS BY OCCUPATIONAL GROUP AND LEVEL BY THE END OF 2005 AND 200773
3.4) ATTRITION/TURNOVER RATES & EXPECTED LEVELS OF INUIT REPRESENTATION BY 2005 AND 200774
4) HUMAN RESOURCES PRACTICES77
4.1) PRE-EMPLOYMENT77
4.1a) Opportunities for Aspiring Legal Counsel77
4.1b) Marketing of the Department of Justice Canada as an Employer79

4.2) RECRUITMENT	79
4.2a) Review of Personnel Systems vis a vis Support Staff Positions	79
4.2b) Removal of Systemic Barriers & the Implementation of Trainee Positions	80
4.2c) Training Plan for Legal Secretary “Trainees”	80
4.2d) Impediments to Recruitment Opportunities for Legal Counsel Positions within the Department of Justice Canada	81
4.2e) Staffing Plan and Commitment to Employ Inuit	81
4.2f) Other Recruitment “Attractions”	82
4.3) RETENTION	82
4.3a) Training Plans and Training Opportunities	83
4.3b) Cultural Understanding	83
4.3c) Flexible and Alternative Work Arrangements	83
4.3d) Legal Counsel Opportunities	84
4.3e) Improvements to the Employee Assistance Program	84
5) MONITORING AND REPORTING	84

1) INTRODUCTION

The Federal Department of Justice's Inuit Employment Plan became a requirement deriving from the *Nunavut Land Claims Agreement* of 1993. Article 23 of the said Agreement states that within (3) three years of the date of ratification of the Agreement, each government organization shall prepare an Inuit Employment Plan to increase and maintain Inuit employment at a representative level. At the relevant time the Federal Government agreed that the Inuit representation level to be applied by 1999 would be 50% for each group and level of employment and increase to 85 % by the year 2008.

In 1996, in its initial Inuit Employment Plan (*see Appendice I; Department of Justice Canada IEP 1996*), accordingly the Department of Justice Canada (hereinafter referred to as DOJ) set certain Inuit employment objectives for 1999 for the Nunavut Regional Office, without the benefit of hindsight that now tells us more clearly the extent of the minimum human resources capacity that is needed to meet, in particular, the prosecutorial workload demands of the future in Nunavut.

With the creation of Nunavut Regional Office in Iqaluit, since 1999 the direction that DOJ has taken within Nunavut is one aimed at providing a service that has a more culturally and linguistically relevant face; service that is increasingly personalized and that will see an increased DOJ presence not only in Iqaluit but also in Nunavut's other communities.

This direction has already started taking shape with the increased emphasis that DOJ is putting on the relationship between the prosecution function and its victim/witness assistance program. This relationship is taking effect through DOJ's decision to staff an increased number of legal counsel (prosecutors) and Victim-Witness Assistants (hereinafter referred to as VWA's). That said DOJ has assessed that current crime rates in Nunavut and the ensuing workload impact has made it necessary to respond with the hiring of a higher than originally estimated number of Inuit and VWA's.

On the one hand, by hiring more VWA's, DOJ realizes it is in effect putting emphasis in a category of employment where Inuit Employment objectives will be easy to meet in view of the decision to open such positions strictly to Land Claims beneficiaries. On the other hand, by increasing the prosecutors DOJ has made it more difficult (if not impossible at least for many years to



2) DEPARTMENT OF JUSTICE CANADA

come) to meet Inuit employment objectives, considering the current minimal number of Inuit lawyers in Canada.

That said DOJ has assessed that current crime rates in Nunavut and the ensuing workload impact has made it necessary to respond with the hiring of a higher than originally estimated number of lawyers and VWA's.

The purpose of this annex, in conjunction with the Federal Government Umbrella Inuit Employment Plan, is to set out DOJ's Inuit employment strategy up to 2007. The secondary purpose is to identify those particular categories of employment where the attainment of IE objectives may not or cannot be met by 2007.

The duties and responsibilities of DOJ are set out in the Department of Justice Act, which provides for broad areas of endeavour. DOJ provides a full range of legal services to the Government of Canada. These services include the provision of legal advice, the preparation of legal documents, the drafting of legislation and the regulation or conduct of litigation. DOJ also has the lead responsibility in the planning, development and implementation of government policies in areas related to the administration of justice and other areas as assigned by the Governor in Council.

The wide range of functions performed by DOJ can be grouped under (3) three inter-related roles: service agency, central agency and policy department.

In addition to providing legal advice to departments and agencies of the government DOJ is also involved in the drafting of legislation and conducting litigation on their behalf. This aspect of the DOJ is linked to the remaining (2) two roles, as all government policy initiatives have significant legal implications. DOJ as a service agency anticipates and adjusts to new trends in the law that may impact government operations in an effort to manage the law in a preventative way.

DOJ also has a statutory responsibility to see that the administration of public affairs is in accordance with the law. This central agency role implies a responsibility to ensure that legal advice and services are consistent across



the government, in conformity with the law and sound legal policy. Part of this role is to provide leadership on legal policies such as access to justice, alternative dispute resolution mechanisms, regulatory compliance and on legislative policy to ensure that federal legislation forms a coherent whole. This function includes an accountability mechanism to safeguard the citizens against unfairness or abuse of power by the state.

Changes in Canadian society and heightened citizens' expectations have intensified the demand for policy leadership. As well, the Constitution ascribes key responsibilities to the federal government and in particular to the Minister of Justice in specific policy areas. As a result, DOJ has lead responsibility for criminal justice policy, family and youth law. DOJ also has the lead role in human rights law, administrative law, aboriginal justice, access to information and privacy law, official languages law, and the Government's mandate for courts and judges, and is responsible for over 40 statutes, many with major policy ramifications.

DOJ currently employs approximately 4700 people across Canada. Departmental staff is divided among (7) regional offices, which undertake all forms of litigation and prosecutions on behalf of the Attorney General of Canada and provide legal services to client departments and agencies in the regions; there are also approximately 42 legal services units in the National Capital Region, which provide assistance to federal departments and agencies; and Headquarters.

Within the Nunavut Territory (as within the two other Territories) DOJ is also responsible for the prosecution of all offences committed under the Criminal Code and other federal criminal or statutory provisions.

For the (3) three territories departmental staff since 2001 fall within the newly created Northern Region. Whereas prior to 2001, the Northwest Territories and Nunavut were part of the Arctic/Prairies Region and the Yukon Territory was part of BC Region, now the three territorial regional offices report and answer to the Senior Regional Director, Office of Northern Region, situated in Whitehorse, Yukon.



3) GAP ANALYSIS

Currently in Nunavut DOJ's legal services capacity within the Nunavut Regional Office, based in Iqaluit, is essentially focused on executing the prosecution function for the entire territory.

3.1) OCCUPATIONAL GROUPS AND CATEGORIES OF EMPLOYMENT

3.1a) Employment Statistics and Inuit Representation in 1999

In 1999 there was one DOJ office situated in Iqaluit, Nunavut. By the end of that year there was a total staff of 8 persons. The classification levels and number of positions per classification level were as follows:

POSITION TYPE	IE%
Executive/ Senior Mgmt: 1 Regional Director/ General Counsel (LA-3A)	0
Professional: 3 Legal Counsel (LA-2A)	0
Paraprofessional: 1 full-time term Victim Witness Assistant (SI-02)	100
Paraprofessional: 2 Legal Secretaries (SCY-03)	50
Administrative Support: 1 Office Manager (AS-01)	0

Of these numbers two employees (25 % of total staff) were Inuit. They respectively held the positions of VWA and Legal Secretary. All the above positions were full-time indeterminate except for the sole VWA position that was a term position.

At the time DOJ's office space was entirely situated in the Iqaluit Courthouse. With the construction of the Government of Canada building nearing completion DOJ's operations moved to this new facility by July 2000.



3.1b) Employment Statistics and Inuit Representation in 2002

As of November 2002 DOJ in Nunavut has a total staff of 21 persons. The classification levels and number of positions per classification group and level are as follows:

POSITION TYPE	IE%
Executive/Senior Mgmt: 1 Regional Director-General Counsel (LA-3A)	0
Executive/Mgmt: 1 FPS Director (LA-2B)	0
Professional: 7 Legal Counsel (LA-2A)	0
Paraprofessional: 5 VWA's (SI-02)	100
Paraprofessional: 4 Legal Secretaries (SCY-03*)	25
Administrative Support: 1 Receptionist (CR-03)	0
1 Records Clerk (CR-03)	0
1 Office Manager (AS-01)	0

Of these of positions currently filled (6) six staff members (28.5 % of total staff) are Inuit, i.e. one of the legal secretary positions (SCY-03) and all 5 of the VWA positions. The entire staff is at present based in Iqaluit, working out of the Government of Canada building. Until recently, one of the VWA positions was based in Pond Inlet. It is unsure at the present time if this position will be decentralized to another community or if it will remain based in Iqaluit. Four (4) VWA positions currently filled are regular full-time indeterminate positions. The fifth VWA position (originally based in Pond Inlet) is 12 month term and part-time.

*Further, it should be noted that the SCY-03 classification has recently undergone a reclassification process at a national level and is now. Legal secretaries formerly in the SCY-03 category have been reclassified in the CR-05 group and level and are now referred to as Legal Assistants.



3.1c) Anticipated Staffing within the Department of Justice Canada and Inuit level of Representation

Based on the total number of approved positions, an additional complement of at least 3 (perhaps 4) Legal Counsel (LA-2A) positions remain to be filled. In addition, it is expected that one additional full-time indeterminate VWA (SI-02) position will be filled. Finally, 2 additional Legal Assistant (CR-05) positions are part of the anticipated staffing. These two particular positions may initially take the form of Legal Assistant “trainee” (CR-05) positions. This will eventually bring the total staff to 28 persons.

Although other staffing considerations and options are being evaluated at the present time, no formal projection of any additional positions can be made at this time.

With this additional complement of positions that will be staffed and considering expected turnover of one staff member (Legal Secretary) in early 2003, the classification groups and levels and number of positions per classification groups and levels will eventually be as follows (likely prior to 2005):

POSITION TYPE	IE%
Executive/Senior Mgmt: 1 Regional Director-General Counsel (LA-3A)	0
Executive/Mgmt: 1 FPS Director (LA-2B)	0
Professional: 10 (or 11) Legal Counsel (LA-2A)	0
Paraprofessional: 6 VWA's (SI-02)	100
6 Legal Assistants (CR-05)	66
Administrative Support: 1 Receptionist (CR-03)	0
1 Records Clerk (CR-03)	0
1 Office Manager (AS-01)	0



Of these total number of positions our minimum expected level of Inuit representation should be at least 10 people (35.7 % of anticipated total staff) once we initially reach these numbers; 6 of these being the VWA (SI-02) positions and the remaining 4 positions (at least) being the Legal Assistants (CR-05) positions (and/or Legal Assistants “trainee” positions).

3.1d) Areas of Under Representation by Inuit within the Department of Justice Canada

By 1999, despite the undertaking that had been made to achieve 50% Inuit employment representation within that year, clearly that employment objective in all groups and levels of employment was not met and has not been met at this point in time (Fall 2002) either. Currently there is only one group and level of employment where the Inuit employment objective has been met and surpassed. This relates obviously to the VWA (SI-02) positions that are occupied strictly by Inuit persons. As for the areas of under-representation, the breakdown is as follows:

i) Legal Counsel (including the Regional Director and FPS Director)-(LA group):

Once DOJ reaches its full complement (as outlined above) of legal counsel positions some time in 2003, there will be no Inuit representation in this area of employment. The simple reason for this situation is due to the Inuit under representation in the legal profession as a whole. We can only expect this situation to change once students graduate from the Akitsiraq Law School program or if other Inuit persons eventually enroll and graduate from other Law School programs from other Canadian universities.

ii) Legal Assistants (CR-05 group and level; formerly SCY-03)

Currently Inuit representation in this group and level of employment is at one out of 4 positions.

iii) Receptionist (CR-03)

A non-Inuit resident of Iqaluit currently occupies this sole position.



iv) Records Clerk (CR-03)

A non-Inuit resident of Iqaluit currently occupies this sole position.

v) Office Manager (AS-01)

A non-Inuit resident of Iqaluit currently occupies this sole position.

3.2) PROJECTED OPERATIONAL REQUIREMENTS BY OCCUPATIONAL GROUP AND LEVEL FOR THE 2002 FISCAL YEAR

As outlined above DOJ currently has a total staff of 21 persons. Before the end of this fiscal year it is expected that the only change to this compliment will be the addition of 2 legal counsel (LA-2A) positions. Although additional staffing actions are expected to begin in the coming months it is not known at present if those positions will have been filled before the expiration of the current fiscal year. Hence, at best it is projected that by early 2003 fiscal year their total staff will be at least 23 persons. Of these numbers, considering the known staffing actions that will be completed strictly related to the LA group, obviously this means the proportion of Inuit representation will not increase.

3.3) PROJECTED OPERATIONAL REQUIREMENTS BY OCCUPATIONAL GROUP AND LEVEL BY THE END OF 2005 AND THE END OF 2007

As outlined above DOJ already has an established level of projected operational requirements that will lead to its projected but known level of staffing to eventually attain a total of 28 persons. At present it is difficult to anticipate when these numbers will be attained because of a number of considerations such as the current insufficient and inadequate space and amount of office space in current office premises. The pace at which a solution can be found to the lack of space/accommodation concerns will dictate the pace of DOJ's continued staffing.



In addition, the sufficiency of the current projected number of positions, all categories considered (except for the receptionist and records clerk position – both CR-03), is also being constantly reassessed. Several examples could be given and although no decisions have yet been made, certain options or strategies being considered relate to whether, for example, we should create in Iqaluit a civil section of legal counsel that would be mandated to provide legal services of a civil nature (as opposed to prosecutorial) to most or all Federal Departments in Nunavut. Another example of a venue that has been considered but not formally decided upon is the prospect of decentralizing a portion of our prosecution and victim-witness assistance services.

If these options are to continue to be considered then in turn this will necessarily involve the prospect of also increasing support staff capacity in addition to compounding the adequacy of space situation that would therefore also need to be reassessed. All these considerations and factors make it very difficult at this juncture to present a clear and definite projection of our anticipated staffing levels for 2005 and 2007.

3.4) ATTRITION/TURNOVER RATES & EXPECTED LEVELS OF INUIT REPRESENTATION BY 2005 or 2007

It is anticipated that DOJ will experience a constant attrition or turnover in certain occupational groups and levels more than in others.

- i) *Legal counsel (LA group—including 2A, 2B and 3A levels):*
Currently all the lawyers employed by DOJ in Nunavut are from Southern Canada. In addition it is anticipated that any additional lawyers to be hired during the next four years will also be from Southern Canada.

Although it is difficult to anticipate the pace at which there will be turnover in this category of employment it will eventually be close to 100%. In general, although legal counsel that have been hired up to this point have expressed a preparedness to remain with DOJ in Nunavut for at least two years all have given varying indications that their stay in Nunavut will not be on a permanent basis. As elusive as these types of projections can be, at this point it is expected



that turnover of counsel within the DOJ office should be between (2) two to (5) five years.

Until the Akitsiraq Law School program is completed (in 2006), positions in this category will have to continue to be filled by lawyers educated at Law Schools in Southern Canada.

DOJ is one of several student sponsors to the Akitsiraq Law School program, and it is anticipated that we will be in a position to hire 3 Inuit lawyers who will eventually graduate from this program in 2006. *Under the circumstances by 2005 Inuit representation in this category of employment will remain at 0 %.* It is expected that this proportion of 3 Inuit lawyers will likely be hired in replacement of a portion of the current contingency of lawyers who by then will have undergone a degree of turnover. Hence, potentially the best-case scenario would therefore involve a ratio of 3 Inuit lawyers in total compliment of 12 or 13 lawyers. *Therefore by 2007 Inuit representation in this category will be close to but likely under 25 %.* The level of Inuit representation can only increase in this category if more Inuit go through the specialized Law programs in Southern Canada or if DOJ eventually ends up hiring a more significant proportion of lawyers who will graduate from the Akitsiraq program.

ii) *Victim Witness Assistants (SI-02)*

In this category, although impossible to determine with absolute certainty that there will not be any turnover, the prospect of high turnover is considered unlikely. All personnel currently occupying positions in this category are beneficiaries of the Nunavut Land Claims Agreement and to date all competitions held since April 1999 have made it a requirement for applicants to be Land Claims beneficiaries. DOJ is committed to maintaining this hiring requirement for all future hires in addition to the current compliment of VWA's or, if necessary, in replacement of any eventual personnel turnover in this category. *Hence, Inuit representation in this category should remain unaffected and remain at 100%.*



iii) Legal Assistants (CR-05)

Turnover of possibly one position is expected around February 2003 with a second Legal Assistant anticipated to likely depart prior to 2005. DOJ plans on replacing these two employees, in due course, with Nunavut Land Claims beneficiaries. Two additional positions are also anticipated thereby bringing the total staff in this category of employment to (6) six legal secretaries (Legal Assistants) by 2005. Take note however should these above projected turnover of non-Inuit personnel in this category not materialize obviously the persons currently occupying those positions would remain in these positions and would therefore have to be applied to the percentage of Inuit representation outlined below in order to reflect accordingly actual Inuit representation in due course.

DOJ intends on replacing any departing staff members in this category (including eventually the two legal secretaries indicated above) by hiring Land Claims beneficiaries who meet the job requirement of the position. For those Inuit candidates who would not initially meet the requirements of this category of employment the prospect of employment would be subject to their successfully going through an on the job trainee term employment phase. There are presently (4) four legal secretaries, one of whom is Inuit.

In addition, in view of the indicated expected turnover in this area as well as the additional positions that will become available it is therefore expected that the proportion of Land Claims beneficiaries in this category may be as high as (5) five of (6) six persons by 2007 (83 %, depending on the success of the “trainee” phase of employment that candidates would undergo).



4) HUMAN RESOURCES PRACTICES

iv) Receptionist (CR-03) & Records Clerk (CR-03)

Both non-beneficiaries who currently occupy these positions it is expected will likely remain Nunavut and more specifically Iqaluit residents on a long-term basis. Hence it is not possible to anticipate at this point any turnover in these positions by 2005 or 2007. If however there is turnover in these positions DOJ would be committed to prioritizing the hiring of Land Claims beneficiaries in replacement of those currently occupying these jobs.

v) Office Manager (AS-01)

The current occupant of this single position within DOJ is also from Southern Canada. However it is not possible at this time to anticipate if there will be turnover in this position by 2005 or 2007. If there were to be turnover in this position DOJ would be committed to prioritizing the hiring of a Land Claims beneficiary, subject to such a person meeting the particular leadership and organizational qualifications necessary to the incumbent of this position.

4.1)PRE-EMPLOYMENT

4.1a)-Opportunities for aspiring Legal Counsel:

i) Akitsiraq Law School work placement program

DOJ is one of the major sponsoring partners of this program. More specifically DOJ is financially sponsoring three Inuit student positions within the Akitsiraq Law Program. Students who will eventually graduate from the program will be awarded a Bachelors of Laws from the University of Victoria. The establishment of this program and the financial sponsorship of the students by DOJ and other sponsors will allow them to obtain a Law Degree without the financial hardship that would normally follow if these same students had been required to leave Nunavut to pursue this line of studies in a university in southern Canada.



Subject to the success of the Akitsiraq Law program, the category of employment that will benefit from an already established pre-employment strategy relates to legal counsel positions. In this area DOJ has already committed itself to participating in the work placement program of the Akitsiraq Law School Program. This will involve DOJ taking on the mentoring and supervision of 2 Inuit Law students from the program for a period of approximately 4 months per each school year. One of the purposes is to expose these students to the specific types of legal work executed by lawyers working for DOJ in Nunavut. In addition to the training component involved in this intensive type of work placement, for some of the future lawyers that will graduate from the program, this allows them to better assess and identify their own aspirations in terms of the type of legal fields in which they may decide to practice.

DOJ has already participated in the program in the first year of the Law program by mentoring two of the law students. DOJ's involvement at this level will continue for every year of the Akitsiraq Law program until its completion in 2006.

ii) Articling period

For all the students who will graduate from the Akitsiraq law program, in order to aspire to become lawyers they will be required to go through an articling program, usually with a prospective employer in a particular area of law.

Once the law students have graduated from the Akitsiraq Law program, DOJ intends on hiring possibly one or more articling students. The articling phase is expected to be for a period of approximately 6 months during which time the student or students will in effect become involved in and/or at least exposed to the various areas of practice executed by lawyers. This opportunity literally involves the mentoring, supervision and to a certain extent some job shadowing of the student(s) by one or more legal counsel within the DOJ office in Iqaluit.



Ultimately DOJ's objective is to hire as lawyers those who have articulated within the Iqaluit office once they have successfully completed their articles. By the end of the students articling year DOJ therefore hopes to be in position to hire 3 Inuit lawyers. This obviously is contingent on the success of the program, the willingness of a portion of these students to join DOJ's ranks and the prospect of those students who will have articulated with DOJ to succeed during the articling phase and at being admitted to the Nunavut Law Society.

It is anticipated that this articling phase of "employment" would occur likely during the 2006/2007 period.

4.1b) Marketing of the Department of Justice Canada as an Employer

In addition to pre-employment possibilities that will exist for prospective lawyers, DOJ also needs to promote itself as an employer of choice, who provides therefore challenging employment opportunities beyond that of legal counsel. In essence the positions of VWA as well as legal assistant will be types of employment that DOJ will seek to promote.

To that end, through the Nunavut Federal Council and the Public Service Commission, DOJ will participate in a program of career fairs and school visits and other initiatives designed to inform prospective future employees about job opportunities and various benefits associated with employment within the federal government.

The subject-matter under this subtitle could just as well fall under recruitment and certainly should be considered as part and parcel of recruitment strategies that DOJ will be involved in the future in that regard.

4.2) RECRUITMENT

4.2a) Review of Personnel Systems vis a vis Support Staff positions

Over the last few years DOJ has attempted to assess what obstacles have hindered the hiring of Inuit in the *category of Legal Assistants positions (CR-05)*.



One main barrier has been the level of qualifications that is required of a candidate in order to be considered qualified for such positions.

The current reality however is that in Nunavut there is a very limited pool of Inuit people qualified or trained with “legal” skills capable of readily meeting the job requirements of the job descriptions for this group and level of employment within DOJ.

The rigidity with which the job qualifications have been applied in the course of past competitions have made it difficult for land claims beneficiaries to aspire to these positions.

4.2b) Removal of Systemic Barriers & the Implementation of Trainee Positions

For this reason DOJ has decided to show an increased flexibility in its screening and hiring process. Without per se reducing the level of qualifications expected for a candidate aspiring to a Legal Assistant position (CR-05), for those Inuit candidates who may not have acquired the precise qualifications but who otherwise have certain specific secretarial qualifications, it will be possible for them to aspire to a “trainee” level of employment, currently identified as the SCY-02 group and level of employment. Obviously, for those who would qualify for the actual Legal Assistant position evidently they would be hired as such.

Those Inuit applicants however who would not meet the full requirements of a Legal Assistant position, these persons could nonetheless be hired in the trainee level of employment, that DOJ has decided to introduce for the Nunavut Regional Office. Hence in the course of their initial year of employment such candidates would benefit from on-the-job training and a mentoring and work supervision structure aimed at having them acquiring the complete level of qualifications to be eventually employed in the actual category of Legal Assistant.

4.2c) Training Plan for Legal Assistant “Trainees”

With the above objective in mind DOJ is currently preparing a mentoring and on-the-job training program that will be aimed precisely at permitting future Inuit staff, hired in a trainee capacity, to acquire the specific qualifications necessary to execute the functions of a Legal Assistant that are spe-



cific and relevant to the nature of the legal work generally executed by legal secretaries working for DOJ in Iqaluit.

4.2d) Impediments to Recruitment Opportunities for Legal Counsel positions within the Department of Justice Canada vs existing Legal Counsel Positions

In essence the legal counsel category of employment (LA group) holds the major obstacles to a sustained hiring Inuit employment approach. Realistically, due to the specialized level of university education and training required be part of this profession, DOJ will not be able to meet the projected Inuit staffing and timing target the Land Claims Agreement has set out.

However for lawyers that will graduate from the Akitsiraq Law program, progressive employment prospects will be available to at least 3 Inuit students sponsored by DOJ. Subject to students successfully meeting the admissions requirements of the Nunavut Law Society, these prospective lawyers will initially be hired in the LA-00 group and level of legal counsel, with a subsequent appointment to a Junior Legal Counsel position at the LA-01 level (based on performance and admission to the Nunavut Bar). This category can be summarily qualified as a junior counsel position and generally the classification that lawyers newly called to the Bar fall under.

4.2e) Staffing Plan and Commitment to Employ Inuit

To date the staffing approach adopted by DOJ in the categories of support staff jobs has been a quite formal process requiring prospective candidates to apply through an impersonal process, by requiring, for example, candidates to send their applications outside Nunavut.

For future reference in order to encourage or facilitate applications by prospective candidates they will be informed that they may provide applications at the local DOJ office in Iqaluit (and in such circumstances DOJ would ensure that PSAC is provided with a copy of any such applications). In addition, for those who may have questions related to a particular position, local contact person information will be provided on employment opportunity posters or notices.

In addition, to date little has been done to advertise employment opportunities in communities other than Iqaluit. DOJ therefore intends on ensuring that Inuit outside Iqaluit also be informed of job opportunities available by ensuring that job notices are posted in all communities in Nunavut.



Further, on any future selection panels related to any support staff position, ensure there is at least 1 Inuit person.

Finally, future competitions in the categories of employment of Administrative Support and existing Paraprofessional types of positions within DOJ will be open exclusively to Land Claims beneficiaries in the proportion necessary to meet Inuit representation target by 2005.

4.2f) Other Recruitment “Attractions”

At present many employment opportunities within the Federal Public Service come in direct competition with prospective job opportunities within the Nunavut Government but also with a certain proportion of job opportunities within the private sector. Salaries currently being offered within the Federal Public Service are generally not one of the attractive features of employment opportunities being offered at the federal level.

In order to enhance the overall attractiveness of the benefits available for persons hired by DOJ, identical benefits will be offered (with greater emphasis during the recruitment phase) to Land Claims beneficiaries hired in any full-time indeterminate positions as are currently offered to other non beneficiary employees. In essence, these benefits relate to northern and environmental allowances, relocation assistance (when necessary for Inuit residing in a community other than Iqaluit), federal housing in addition to overall IPA benefits such as the vacation travel assistance.

Above every other consideration outlined above probably the most important is DOJ’s commitment to do precisely what it is announcing, i.e. hire Inuit in each and every circumstance feasible in accordance with projected staffing plans.

4.3) RETENTION

It is one thing to put the necessary mechanisms and strategies in place that hopefully will succeed at stimulating and favoring the recruitment of Land Claims beneficiaries, but it is even a more daunting challenge to set up an environment that will sustain or retain these people in these jobs in the long term. Two vital components that will be canvassed as part of its efforts to



set in motion an environment that will retain Inuit staff is to ensure that they are provided with training opportunities and that relevant training plans are elaborated and secondly, that cultural sensitivity be a guiding principle for those non-Inuit, particularly at a management and professional level, in their interactions with Inuit members of Justice Canada staff.

4.3a) Training Plans and Training Opportunities

For Justice Canada training plans will be developed for all Inuit members, based on the needs of each individual and in accordance with available training opportunities. More than ever, with the increased training courses and opportunities being offered and provided in Iqaluit by the Federal Public Service Commission (Training and Development Canada) DOJ is committed to including its employees in relevant training programs in accordance with individual needs and subject to budgetary guidelines and considerations.

As part of the training opportunities, in-house training processes will also be developed and implemented that would periodically involve legal counsel providing training in areas specific to legal education.

Finally, the assessment of training needs is an on-going process that is and will continue to be re-evaluated periodically for each employee. It is more specifically in the course of the annual personnel evaluation and assessment phase where training needs will be discussed and identified with each staff member. It is from this identification process that individualized training plans for specific employees or categories of employees will be elaborated.

4.3b) Cultural Understanding

By the end of 2002 fiscal year or the start of the 2003 fiscal year DOJ plans on having in place a cross-cultural sensitivity training program aimed at all current and newly hired non-Inuit staff.

4.3c) Flexible and Alternative Work Arrangements

Subject to operational requirements DOJ will promote flexibili-



ty towards staff that wish to take advantage of various alternative work arrangements currently available within the Federal Public Service. Cultural and/or traditional lifestyle consideration will be taken in to account in the determination of flexible or alternative work arrangements.

4.3d) Legal Counsel Opportunities

With regards to those Inuit lawyers that will initially have been hired in the LA-01 classification, they will be able to aspire (generally within 5 years) to be promoted in what can be characterized as more senior or experienced counsel positions referred to under the LA-2A classification. Positions falling under this classification are generally reserved to qualified and experienced legal counsel of 5 years or more.

4.3e) Improvements to the Employee Assistance Program

The current Employee Assistance Program that DOJ employees have access to is essentially a phone access service. Counselors that can be contacted through the EAP are located in Ottawa. Several other federal departments operate similar EAP-type programs. These programs can also be qualified to an extent as a systemic barrier. Currently, Inuit staff within DOJ do not have access to any other culturally relevant form of assistance through the department. Further, inadequacies to the current services have been acknowledged, particularly with the regards to the lack of culturally relevant counseling options to effectively address vicarious trauma effects on DOJ's Victim Witness Assistants. In line with efforts being made by the Nunavut Federal Council, DOJ is also working at developing a more appropriate assistance program for the Inuit members of our staff.

This Annex has been reviewed and approved by DOJ's Office of the Northern Region Senior Management. Responsibility for its implementation lies with Regional Director of DOJ's Nunavut Regional Office.

5) MONITORING & REPORTING



Monitoring and reporting on the progress being made at increasing Inuit representation levels will be done on an annual basis by the preparation of an Annual Report summarizing areas of increased representation and under-representation by Inuit within Justice Canada. This Annual Report will be submitted to and reviewed by the Senior Regional Director of the Northern Region yearly.



ANNEX 4

GEOMATICS CANADA

Nunavut Client Liaison Unit
Legal Surveys Division

Inuit Employment Plan

October, 2002

Prepared by
Stan Hutchinson

Head, Nunavut Client Liaison Unit
Iqaluit, Nunavut

1. Introduction:

The Nunavut Client Liaison Unit was established as a 3 person unit, and due to the small size of the office, has never had a formal Inuit Employment Plan. The following is a brief attempt at rectifying the situation.

The Unit office was established to provide services related to Canada Land Surveys for both Government and private agencies and also the citizens of the Territory. This includes surveys of surface and subsurface parcels and includes land claim parcels. Although a small office (originally 3 persons, now 4), from the beginning; it was decided that the spirit of the NCLA would be embraced as much as possible, particularly in the hiring of and development of Inuit staff. Our long term goal is to have the office staffed by Inuit employees, at professional, technical and clerical levels. The office, established in Yellowknife April 1999, is now located in Iqaluit and currently comprises a staff of one professional surveyor, one staff surveyor, one survey tech, and one clerical assistant. All positions are based in Iqaluit; there are no vacant positions.

This document describes the three occupational groups and categories of staff positions at the Nunavut Client Liaison Unit, provides a gap analysis, and an overview of human resource practices.

2. Gap Analysis:

2.1 Occupational Groups and Categories

The staff of the Nunavut Client Liaison Unit is presently comprised of three occupational groups: Clerical (CR-03, Clerical Assistant), Technical (EG 03, Survey Tech.), and Land Surveyor (ENSUR 02 and 04).

2.1.1 Clerical Assistant

In January 1999, we held a Nunavut-wide competition under the auspices of the Public Service Commission of Canada. The applicants had to be beneficiaries to be eligible. We received applications from 2 qualified individuals. The successful candidate was hired in March 1999; she subsequently resigned April 2000 in order to take a lands related position with the Government of Nunavut in her home town of Cambridge Bay.



The position was then filled on a casual basis by a non Inuit from April 2000 to October 2000. It was during this time that we moved our office from Yellowknife to Iqaluit.

The position was then filled on a casual basis, and then a term position by a beneficiary (same person throughout), from October 2000 to January 2002, at which time she resigned, although she had been offered indeterminate status, to start April 2002. The position was then filled on a casual basis by a beneficiary, who accepted indeterminate status in July 2002.

2.1.2 Survey Technician

In January 1999, we held a Nunavut -wide competition under the auspices of the Public Service Commission of Canada. The applicants had to be beneficiaries to be eligible. We received an application from 1 qualified individual from Pangnirtung. The successful candidate was hired in March 1999; and has been continuously employed with us to date.

2.1.3 Land Surveyors

We have two positions; the manager, and a staff surveyor.

The manager, who is a long time professional Land Surveyor was seconded to the position in June of 1998, tasked with starting a client services office from scratch, writing job descriptions, hiring, purchasing furniture, office supplies, making contact with Nunavut Gov't officials, etc. He was helped during this time by a non native co-op student, who now works with DIAND in Yellowknife in the EG 05 category.

In July of 2000, the manager accepted the position as Head of the Unit as his substantial position.

To hire a staff surveyor; we held an open Canada-wide competition in the summer and fall of 2001 under the auspices of the Public Service Commission of Canada. The competition was also used to hire two other staff surveyors for our Yellowknife head office. We received applications from ~20 individuals, none of whom were Beneficiaries. We interviewed a total of 7 candidates, some of whom were professional land surveyors. Three candidates were hired, two for Yellowknife , and one for the Iqaluit office.



2.2 2002 Statistics

Our Inuit employment statistics, as of 01 November, 2002, are summarized below:

As described in section 2.1.1 and 2.1.2, the results of our Nunavut-wide competitions indicate to us that the labour market contains many Beneficiaries with the skills required for our Administrative Support (CR-

POSITION	CATEGORY	IQALUIT	BENEFICIARIES	%
Administrative Support	CR-03	1	1	100%
Scientific & Professional	EG, ENSUR	3	1	33%
Total		4	2	50%

03) and fewer for Survey Tech (EG 03) positions. As described in section 2.1.3, Canada-wide competition for our land surveyor positions (ENSUR) did not identify any Beneficiaries, suggesting to us that there are few, if any Beneficiaries with the required skills in the Canadian labour market.

2.3 2005 Target

Our 2005 Inuit Employment target is status quo:

As described below (section 3.1.2) we are undertaking steps to assist in the training and development of a Beneficiary in order to facilitate access to our staff surveyor position. As described below (section 3.1.3), we believe that it is very unlikely that we will be able to identify a Beneficiary who would be qualified as a Professional Surveyor.

2.4 2007 Targets

Our 2007 Inuit Employment targets are summarized in the following table:



We believe that it may be possible by 2007 to staff our staff surveyor position with a Beneficiary. It is considered unlikely that we will be able to identify

POSITION	CATEGORY	IQALUIT	BENEFICIARIES	%
Administrative Support	CR-03	1	1	100%
Scientific & Professional	EG, ENSUR	3	2	66%
Total		4	3	75%

a Beneficiary who would qualify as a professional Land Surveyor. This is discussed further in section 3.1.3.

2.5 Attrition/ Turnover Rates

As the Nunavut Client Liaison Unit has been in existence for less than 4 years, it is difficult to accurately estimate attrition and turnover rates. Our experience to date indicates that rates vary significantly by occupational group and category.

We have had 4 Clerical Assistants in 42 months, suggesting that the average duration is 10 months. The survey tech and ENSUR positions have remained constant. The senior ENSUR position is due to retire in May 2005.

3. Human Resource Practices

3.1 Pre-Employment

3.1.1 Clerical Assistant

As qualified beneficiaries are currently available in the labour market, we have not undertaken pre-employment activities. Our training efforts have focused on in-service skills upgrading for our current employees (see section 3.3.1).



3.1.2 Survey Technician

In light of the few, if any Beneficiaries who are qualified as survey technicians, we recognize a need to encourage and assist interested individuals to seek career opportunities in surveying and mapping . There is a strong need among government and many Designated Inuit Organizations to manage the resources of the land; experience with surveying and mapping techniques is crucial. Consequently, we are in the process of developing a plan to provide basic in house training in land surveying techniques.

3.1.3 Land Surveyors

Becoming a fully qualified professional Land Surveyor requires many years of post secondary education along several years of field experience. By 2007 we believe we may have a person who would be qualified to be a staff surveyor. It is hoped that our in house efforts will succeed in this regard. This training (of the tech incumbent), forms part of the tasks of our current non beneficiary land surveyor incumbent.

It is unlikely that any beneficiary will hold professional qualifications by 2007.

3.2 Recruitment

We have examined our personnel systems for systemic barriers to entry by Beneficiaries. As evidenced by our success in hiring Clerical Assistants, we are confident that no barriers to entry exist in this group and classification. We believe that our in-service training at this level builds practical capacity in individuals, and has benefited the career advancement in the case of our first Clerical Assistant.

We recognize that our greatest challenge to meeting our commitments to a truly representative workforce lies in the land surveyor category. Performance of our mandated program activities requires that our land surveyors meet Canada recognized technical standards. These standards require a combination of educational training and practical experience. We believe that the first step in overcoming our challenge is to encourage more Nunavummiut to complete secondary school and enter University to formally study in this field. We are attempting to put together a Geomatics Technical Module for Secondary School use.



3.3 Retention

Natural Resources Canada believes that its people are its greatest asset and it strives to be the workplace of choice. Consequently, all staff of the Nunavut Client Liaison Unit are offered numerous opportunities to enhance their current positions, and to learn and grow into ever more challenging new positions. All employees are required to have a Personal Learning Plan, the development and implementation of which is guided by their immediate supervisor and Human Resources staff. Each employee receives an annual Performance Feedback analysis (interview and written report), in addition to ongoing verbal feedback throughout the year. Information specific to each occupational group and category are discussed below.

3.3.1 Clerical Assistant

The incumbents have participated in a number of in-service training activities, including financial procedures, on-the-job procedures training, and a 2-day First Aid course. Our current Clerical Assistant participated in a 3-day procedures course for Administrative Assistants (September, 2002).

3.3.2 Survey Technician

To date this has been mostly in service training, both in the office and in the field. The incumbent has attended and made presentations to career days, conferences and trade shows. The staff surveyor is preparing an in house training program in surveying technical skills this FY.

3.3.3 Land Surveyors

The manager (the more senior position) is expected to be recognized as an expert in Canada Lands Surveys. The incumbent is given opportunities for both technical and management training and experience on an ongoing basis.

The staff surveyor position was established in 2001 to assist the manager in his duties, as well as transfer surveying skills and knowledge to the technical position incumbent. The staff surveyor is also given opportunities for training, more predominately in the technical fields. The incumbent also



works one day per week at the Nunavut Legal Registries office under an Interchange Canada Agreement.

4. Monitoring and Reporting

The Nunavut Client Liaison Unit commits to continuous monitoring of and reporting on Inuit employment levels, in a manner that is coordinated and consistent with other Federal Departments.



ANNEX 5

CANADA-NUNAVUT GEOSCIENCE OFFICE

Inuit Employment Plan Update, October 2002

David J. Scott

Chief Geologist
Canada-Nunavut Geoscience Office

1. Introduction: Canada-Nunavut Geoscience Office

The Canada-Nunavut Geoscience Office (C-NGO) is a partnership between the Government of Canada (Natural Resources Canada, Indian and Northern Affairs) and the Government of Nunavut (Department of Sustainable Development) that is designed to increase Nunavut's capacity to generate, interpret and apply geoscientific knowledge in order to support informed decision-making in land use and economic development issues. The office, established in April 1999, is located in Iqaluit and currently comprises a staff of five geologists, two computer support staff, a clerical assistant, and a varying number of computer interns. All positions are based in Iqaluit; there are no vacant positions. Natural Resources Canada is the employer of record and administrator of the partnership.

This document describes the three occupational groups and categories of staff positions at the C-NGO, provides a gap analysis, overview of human resource practices, training needs, and for those where pre-employment training is required, outlines concrete actions to encourage Nunavummiut to contemplate, pursue and achieve careers in the natural sciences.

2. Gap Analysis:

2.1 Occupational Groups and Categories

The staff of the C-NGO presently comprise three occupational groups: Clerical and Regulatory (CR-04, Clerical Assistant), Physical Sciences (PC-01 and -02, GIS Technician and GIS Specialist), and Research Scientist (SE-RES-01 and -02, SE-REM-02).

2.1.1 Clerical Assistant

In August, 1999, we held a Nunavut-wide competition under the auspices of the Public Service Commission of Canada. We received applications from 6 qualified individuals, 3 of whom were Beneficiaries. The successful candidate was a Beneficiary, she was hired in September 1999; she subsequently resigned from the C-NGO in order to take a higher level position with the Government of Nunavut in December 2000.

A subsequent Nunavut-wide competition in January 2001 attracted 11 applicants, 6 of whom were Beneficiaries. The successful candidate is a



Beneficiary, he began work at the C-NGO in February 2001, and is the current Clerical Assistant. He has recently expressed an interest in returning to school in the fall of 2003 to pursue business studies. We anticipate that we will identify a replacement for him through a Nunavut-wide competition; our recent experience suggests that a suitable pool of Inuit candidates will enter the competition, and that the successful candidate will be a Beneficiary.

2.1.2 Geographic Information System (GIS) Specialist

In September, 1999, we held a Canada-wide competition under the auspices of the Public Service Commission of Canada to staff two technical (Physical Scientist) positions. We received applications from 182 individuals, none of whom were Beneficiaries. We interviewed a field of 10 candidates, all of whom had a B.Sc. in geology, and additional certification in Geographic Information Systems. Two of the candidates were hired.

2.1.3 Research Scientists

In December 1999, we held four Canada-wide competitions under the auspices of the Public Service Commission of Canada to staff four Research Scientist positions. We received applications from ~120 individuals, none of whom were Beneficiaries. We interviewed a total of 12 candidates, all of whom have Ph.D. degrees in geology, and 10-15 years of experience. Four candidates were hired.

2.2 2002 Statistics

Our Inuit employment statistics, as at 15 May, 2002, are summarized below:

POSITION	CATEGORY	IQUALUIT	BENEFICIARIES	%
Administrative Support	CR-04	1	1	100%
Scientific & Professional	PC, SE-RES	7	0	0%
Total		8	1	12.5%



As described in section 2.1.1, the results of our most recent Nunavut-wide competitions indicate to us that the labour market contains Beneficiaries with the skills required for our Administrative Support (CR-04) position. As described in sections 2.1.2 and 2.1.3, Canada-wide competitions for our Scientific and Professional positions (PC, SE-RES) did not identify any Beneficiaries, suggesting to us that there are few, if any Beneficiaries with the required skills in the labour market.

2.3 2005 Targets

Our 2005 Inuit Employment targets are summarized in the following table:

POSITION	CATEGORY	IQALUIT	BENEFICIARIES	%
Administrative Support	CR-04	1	1	100%
Scientific & Professional	PC, SB-RES	7	1	0%
Total		8	2	25%

As described below (section 3.1.2) we have undertaken steps to assist in the pre-employment training and development of Beneficiaries in order to facilitate access to our entry-level Scientific and Professional positions (PC), consequently we believe that it may be possible by 2005 to staff one of our 2 GIS positions with a Beneficiary. As described below (section 3.1.3), we believe that it is unlikely that we will be able to identify a Beneficiary who would qualify for a Research Scientist position, despite our ongoing efforts in the pre-employment realm.



2.4 2007 Targets

Our 2007 Inuit Employment targets are summarized in the following table:

POSITION	CATEGORY	IQALUIT	BENEFICIARIES	%
Administrative Support	CR-04	1	1	100%
Scientific & Professional	PC, SB-RES	7	2	0%
Total		8	3	37.5%

We believe that it may be possible by 2007 to staff the second of our 2 GIS positions with a Beneficiary. It is considered unlikely that we will be able to identify a Beneficiary who would qualify for a Research Scientist position. This is discussed further in section 3.1.3.

2.5 Attrition/ Turnover Rates

As the Canada-Nunavut Geoscience Office has been in existence for less than 4 years, it is difficult to accurately estimate attrition and turnover rates. Our experience to date indicates that rates vary significantly by occupational group and category.

We have had 2 Clerical Assistants in 36 months, suggesting that the average duration is 18 months. One of our original GIS Specialist resigned after 24 months, the other has been with us for 34 months; we presently have a GIS specialist on a 13 month Term. All of the Research Scientist who began work with us in 2000 are still on staff.

3. Human Resource Practices

3.1 Pre-Employment

3.1.1 Clerical Assistant

As qualified beneficiaries are currently available in the labour market, we have not undertaken pre-employment activities. Our training efforts have focused on in-service skills upgrading for our current employees (see section 3.3.1).



3.1.2 Geographic Information System (GIS) Specialists

In light of the paucity of Beneficiaries who are qualified as GIS technicians, we recognize a need to encourage and assist interested individuals to seek career opportunities in GIS. There is a strong need among government and many Designated Inuit Organizations to manage the resources of the land; GIS technology is the modern tool that enables this. Employment in GIS will provide Nunavummiut with meaningful opportunities to make important contributions to the territory, as they bridge between traditional knowledge and modern technology. Consequently, we have developed and implemented a plan to provide basic training, described below.

The C-NGO maintains an ongoing commitment to provide training in GIS to Nunavummiut in our Iqaluit office; at this time, we believe that we are the only source of comprehensive GIS skills training in Nunavut. In order to consult as broadly as possible on needs, opportunities and training mechanisms, we hosted a workshop (28-29 March, 2000) on Inuit involvement in GIS that brought together stakeholders from across Nunavut. The assembled group concluded that because there are or will soon be numerous meaningful employment opportunities for Inuit in the field of GIS, there is a strong need for a collaborative pre-employment training program, and that the C-NGO would be a logical facility to develop and host such a program.

The attached document (Appendix A), *“A Proposal for Professional Development of qualified Nunavummiut: Building Skills to Manage the Resources of the Land using GIS Technologies,”* outlines the group’s assessment of the needs, and proposes a plan to undertake a systematic approach to training Nunavummiut in Iqaluit.

Action 1: Implement GIS Internship Program

We initiated our GIS Internship Program in May 2000; it has been operating continuously since that time. We are encouraged by the strong interest and participation of Nunavummiut, most of whom have been Beneficiaries (non-Inuit participants have been graduates of Nunavut Arctic College’s Environmental Technology Program). Duration of the training that individuals has received has ranged from 1 week to several months. Our current intern is an employee of Inuit Heritage Trust, working with us for 6 months on an Inuit Traditional Place Names project.



Although the original intent of this program was to provide pre-employment training, most of our participants have come to us as employees of other organizations seeking new skills. We believe we are contributing in a small but significant way to the development of GIS capacity in Nunavut. With additional funding, training positions could be created; this would accelerate the rate at which we could provide true pre-employment training to interested Beneficiaries.

3.1.3 Research Scientists

Becoming a fully qualified geological research scientist requires eight to fifteen years' of university training along with an equal number of summers of field work. One Beneficiary, from Cambridge Bay, is presently pursuing a Ph.D. in geology at Carleton University in Ottawa based on research he is conducting southwest of Baker Lake. We are closely monitoring his progress, and will seek to involve him in future activities of the C-NGO.

We have identified and hired the only Nunavut resident currently pursuing a B.Sc. in geology (a longtime resident of Iqaluit) for 4 month periods (summers of 2000 and 2001). He will complete his studies at Waterloo in 2003, and is currently interested in pursuing further training in Environmental Science.

Action 2: Implement Outreach and Awareness Building Program

We recognize that a widespread, sustained and coordinated effort is required to encourage Nunavummiut to complete their secondary studies, and contemplate then pursue and achieve careers in the natural sciences and engineering; the virtual absence of Nunavummiut in the geosciences today is just one small facet of this larger issue. We are working with other science-based departments to ensure a coordinated approach to our outreach activities, and to maximize our collective impact.

The foundation of our future success in involving Inuit in meaningful, knowledge-worker positions in the geosciences is outreach and awareness building. Unlike many northern communities whose origin is a consequence of the resource industry, most Nunavut communities do not have a grassroots link to geology. Therefore, our plan focuses initially on laying the groundwork for geoscience capacity in Nunavut.



The C-NGO is working in partnership with GN departments of Sustainable Development and Education to raise awareness of the natural science careers among students in Nunavut. Our objective, through school visits, participation in career fairs, field trips, and various public activities (e.g. Mining Week) is to build awareness of the career opportunities as well as the benefits to society that are provided in the geosciences as well as the exploration and mining sectors. Through increased awareness, young Nunavummiut are more likely to embark on post-secondary training (technical or academic) leading to eventual employment in the geosciences.

Action 3: Develop Co-operative work experiences for post-secondary students.

The C-NGO will offer career-orient work experience for all Nunavummiut enrolled in undergraduate geoscience programs at post-secondary institutions upon their return to Nunavut between school terms. Through our field-based research activities, students will have the opportunity to work closely with C-NGO research staff, as well as researchers from across Canada who participate in our research projects. Prior to and following a summer field season, students will be exposed to the office-based environment. New funding for these positions will be identified within field-based research projects that will begin in FY 2003-04.

Action 4: Support for Nunavut Student Thesis Projects

The route to becoming a fully qualified geological research scientist involves post-graduate study and independent research. Many Natural Resources Canada research staff (including 60% of C-NGO researchers) undertook their graduate research in collaboration with the department, it is a natural synergy that commonly leads to a career with the Federal government. Nunavut is one of the world's best natural geological laboratories, and consequently offers aspiring researchers a plethora of opportunities that are literally in their own backyards. Through our field-based research activities, graduate students will have the opportunity to work closely with C-NGO research staff, as well as researchers from across Canada who participate in our research projects. The C-NGO will offer in-kind support for the fieldwork (aircraft, camp facilities, scientific infrastructure) required for thesis research to ensure that graduate studies undertaken by Nunavummiut are given every possible chance to succeed.



3.2 Recruitment

We have examined our personnel systems for systemic barriers to entry by Beneficiaries. As evidenced by our success in hiring Clerical Assistants, we are confident that no barriers to entry exist in this group and classification. We believe that our in-service training at this level builds practical capacity in individuals, and has facilitated career advancement in the case of our first Clerical Assistant.

We believe that our failure to attract qualified candidates to our GIS Specialist positions is a reflection of the current labour market, rather than our recruitment practices. We are aware of several GIS-qualified Beneficiaries, however all are currently gainfully employed. We believe that our pre-employment training efforts (described in section 3.1.2), combined with our outreach and awareness building efforts (described in section 3.1.3) will eventually encourage an increased number of Beneficiaries to seek training and careers in the field of GIS.

We recognize that our greatest challenge to meeting our commitments to a truly representative workforce lies in the Research Scientist category. Performance of our mandated program activities requires that our Research Scientists meet internationally recognized technical standards. These standards require a combination of university training and practical experience. We believe that the first step in overcoming our challenge is to encourage more Nunavummiut to complete secondary school and enter University to formally study the natural sciences; the outreach and awareness building efforts described in section 3.1.3 are designed to initiate this process. In order to facilitate the acquisition of practical experience, we are committed to supporting the formal University studies of Nunavummiut through implementation of co-operative work experiences and logistical and intellectual support of research projects. Whereas we are confident that these efforts will succeed in helping to create Inuit geoscientists, we recognize that this process will take many years. We expect that some of the Inuit who will eventually work for the Canada-Nunavut Geoscience Office as Research Scientists have yet to begin high school.



Action 5: Geologist-in-Training Positions

In order to accelerate the process of Inuit embarking on the training that will eventually lead to employment in the Research Scientist group, the Canada-Nunavut Geoscience Office will work towards the establishment of Geologist-in-Training positions. Whereas funding for such positions has yet to be identified, we are aggressively pursuing sources that include the Government of Canada's Youth Employment Strategy. We envision that incumbents in these positions will initiate their formal, University-level training (via distance education) as part of their job responsibilities. Mentoring and education will occur through daily interaction with C-NGO research staff. Promising candidates will be encouraged to pursue on-campus University studies full-time, and will be given leave to do so. Mentoring by C-NGO staff will continue during the academic term, and can be supplemented by Natural Resources Canada research staff based in the south (Vancouver, Victoria, Calgary, Ottawa, Quebec City, Halifax) if the trainee is attending a university in a city where NRCan staff are based. Practical experience will be gained through ongoing employment with C-NGO during breaks in the academic terms, by participation in ongoing research activities.

3.3 Retention

Natural Resources Canada believes that its people are its greatest asset and it strives to be the workplace of choice. Consequently, all staff of the Canada-Nunavut Geoscience Office are offered numerous opportunities to enhance their current positions, and to learn and grow into ever more challenging new positions. All employees are required to have a Personal Learning Plan, the development and implementation of which is guided by their immediate supervisor and Human Resources staff. Each employee receives an annual Performance Feedback analysis (interview and written report), in addition to ongoing verbal feedback throughout the year. Information specific to each occupational group and category are discussed below.



3.3.1 Clerical Assistant

Both C-NGO incumbents have participated in a number of in-service training activities, including 1 week of financial procedures (Ottawa), 2 weeks of on-the-job procedures training by NRCan Administrative personnel, and a 2-day First Aid course. Our current Clerical Assistant has participated in a 3-day procedures course for Administrative Assistants (September, 2002).

3.3.2 Geographic Information System (GIS) Specialists

In order to remain at the leading edge of their technical domain, C-NGO GIS Specialists are encouraged to participate in at least one technical event of their choosing (typically an annual meeting of an appropriate technical or professional association), in addition to numerous technical workshops where they interact with peers to advance issues on collaborative projects.

3.3.3 Research Scientists

C-NGO research staff are expected to become internationally recognized experts in their respective specialties. They are given opportunities to influence the scientific community through publication of their research results in the international scientific literature as well as at national and international meetings of their scientific peers. Participation in such meetings allow our researchers to remain current in their own technical domains, as well as staying abreast of new advances in related specialties. Our research staff are also given the opportunity to interact with clients, stakeholders and peers at numerous regional and international tradeshows and technical forums. Collectively, this enables C-NGO to maintain its science at the leading edge world-wide, as well as ensuring appropriate recognition for our scientific staff.

4. Monitoring and Reporting

The Canada-Nunavut Geoscience Office commits to continuous monitoring of and reporting on Inuit employment levels, in a manner that is coordinated and consistent with other Federal Departments.



ANNEX 5

APPENDIX 1

A Proposal
for Professional Development
of qualified Nunavummiut:

Building Skills to Manage the Resources of the Land Using GIS Technologies

Submitted to DIAND Gathering Strength

by David J. Scott

Canada-Nunavut Geoscience Office
Iqaluit, Nunavut

June, 2000

Rationale

Nunavut’s future will be based on wise use of the land and sea and their resources; a sustainable future requires that informed decisions be made about resource use. The organizations that are responsible for overseeing the wise use of these resources presently lack sufficient capacity to gather and efficiently manage the diverse and ever-expanding volume of information about the land at the pace that the information is required. Through the use of Geographic Information Systems (GIS), traditional and modern knowledge about wildlife, the environment, plants, rocks and minerals, and land use, etc. can be stored in a computer database. The GIS can be used to learn how these independent datasets interact, and consequently make wise choices about how best to manage these resources. In order to ensure Nunavut’s sustainable future, the youth of Nunavut must become skilled in the use of GIS, such that they will be able to provide the information that is required for informed decision making in Nunavut.

Objective

The objective of this proposal is to create a professional development program in GIS for qualified Nunavummiut. This can be accomplished by combining the existing resources of organizations who have the capacity to provide training with new resources that are dedicated to facilitating training. The result can be a “made in Nunavut” solution that empowers Nunavummiut with the capacity to make informed decisions about the land and sea and the resources they hold.

Background

Following the implementation of the Nunavut Land Claims Agreement, the responsibility for the successful management of the land and its resources is shifting to Nunavummiut. During this transition, there are numerous pre-existing agencies that continue to be involved in the gathering and maintenance of resource data. Many of these agencies now have a full-time operational presence in Nunavut; properly managed, this represents an exciting new opportunity for the exchange of knowledge and technology between Nunavummiut and the agencies.



In order to explore possibilities in GIS skills development, a workshop entitled “*Capacity Building, Resource Management and GIS Technologies: Opportunities for Growth*” was held in Iqaluit on March 28 and 29, 2000. Funded under DIAND’s Gathering Strength initiative, the Workshop was hosted by the Canada-Nunavut Geoscience Office (C-NGO) and brought together 35 Nunavut stakeholders who are building capacity in land and sea resource and wildlife management, organizations that can provide hands-on experience with GIS technologies and interaction with experienced practitioners, and those with mechanisms to facilitate opportunities.

The primary goal of the workshop was to develop strategies to meet immediate, as well as longer-term, capacity building needs in Nunavut. After sharing information about their organizations’ current needs and capacities, as well as their visions for the future, the participants agreed to develop and strengthen ties among participating agencies, to share information and ideas, and to take the lead in building a new collaborative GIS training program in Nunavut. The consensus view is that there is sufficient capacity in Iqaluit to develop a “home-grown” training facility for Nunavummiut, to use Nunavut data for training exercises, and consequently to build capacity within Nunavut.

It was agreed during the Workshop that the C-NGO could take the lead coordinating agencies with the ability to provide training to qualified individuals, and to work closely with the regional Inuit associations and other agencies to ensure that these training opportunities are accessible to qualified Nunavummiut. This proposal document is written on behalf of the Workshop participants.

The Vision

To develop a facility where qualified Nunavummiut can develop GIS skills under the guidance of more experienced practitioners, through practical exercises using Nunavut data sets in an internship setting. This will prepare successful participants for employment in the resource management sector in Nunavut, and ensure that application of Inuit traditional knowledge is maximized. At the same time, we will develop a pan-Nunavut metadatabase that will house information on the various datasets that are available in and about Nunavut; this will include the host location and data parameters of individual datasets.



Implementation

The Canada-Nunavut Geoscience Office has the physical capacity in Iqaluit to host interns on a continual basis. At present, we have computers and staff to work with 1 or 2 interns on an ongoing basis. Ideally, we would like to expand this baseline capacity to 3 or 4 interns; this would require some upgrading of infrastructure at the C-NGO.

An informal canvassing of resource management colleagues in Iqaluit has revealed that there are countless GIS-based projects that would be suitable training exercises for interns; many of these projects could be initiated immediately. These include a transcription and geo-referencing of historical data (e.g. the Manning Archive) on wildlife; climate; geology/geography; cultural activities; hazardous waste cleanup/ site rehabilitation; manipulation of current digital datasets to produce new value-added products; and creation of a digital information database about digital information in Nunavut.

Each of these exercises would allow the intern to gain experience and skills in the general operations of GIS, and build expertise in specific thematic areas of resource management. We envision that over the course of a 12-month internship, several significant projects could be undertaken and completed by each intern. The skills gained by the intern would build competency in GIS; the digital products would contribute to the understanding of the various resource sectors in Nunavut.

Interns who successfully complete the 12 month program will be recognized by the partner agencies for their accomplishments, and will be qualified for entry-level data management positions within these organizations. We have entered into discussions with Nunavut Arctic College to achieve formal accreditation of this training, either as a stand-alone program or as a complimentary component of the College's Environmental Technology Program.

Partners

Government

The following government departments or agencies have expressed a willingness or agreed in principle to participating in an Iqaluit-based GIS



Internship Program, by providing data for projects, and contributing associated technical guidance. Many of these organizations are potential employers of successful program participants.

Natural Resources Canada (through C-NGO and Legal Surveys Division Nunavut CLU), Canadian Wildlife Service, Department of Fisheries and Oceans, Environment Canada, DIAND, Parks Canada, Department of Sustainable Development (Minerals Oil & Gas Division through the C-NGO, as well as Parks Division), Town of Iqaluit.

Arctic College: Environmental Technology Program- alignment of proposed GIS Internships with existing ETP curriculum, awarding of an Arctic College Certificate to interns who successfully complete the program; Nunavut Research Institute- provision of data for projects, and contribution of associated technical guidance.

Canada-Nunavut Geoscience Office- provision of workspace, computers, software, supervision of daily activities by experienced GIS technicians.

Designated Inuit Organizations

Numerous Inuit organizations have expressed varying levels of support for the concept of collaborative, Nunavut-based training. Ideally, those organizations whose mandate includes active management of resources could contribute data for projects; those with a mandate for training Nunavummiut could provide financial compensation to interns. Nunavut Tunngavik Incorporated (through the C-NGO), Nunavut Wildlife Management Board, the Qikitaani Inuit Association, Kakivak Association and the Qikiqtaaluk Corporation are some of the organizations that might be program participants.

Private Industry

Earth Resources Mapping- prepared to donate Educational Licenses of its *ER Mapper* GIS software to a qualified educational program.

ESRI Canada- prepared to donate Educational Licenses of its *ArcView* and *ArcInfo* GIS software to a qualified educational program.



Hewlett-Packard Canada- prepared to donate a GIS computer to a qualified educational program.

Timetable

The C-NGO is in a position to host one intern immediately. Ideally, we would like to have all 4 training positions operational before the end of 2000. We propose that each intern would embark on a series of projects at the C-NGO for a period of 12 months; during this time, they might work on 3 or 4 independent projects covering a variety of themes. The annual cycle of training would commence each September.

The Future

Successful participants in this training initiative should be suitably prepared for entry-level resource management positions in mandated agencies following 12 months of training. If the program is initiated in September 2000, the first “graduates” will be seeking employment in the fall of 2001. Given the ongoing need for qualified Nunavummiut in the resource management sector, we see these proposed training opportunities as an effective way to develop “knowledge workers” within the local population base.



ANNEX 6

**HUMAN RESOURCES
DEVELOPMENT CANADA**

Inuit Employment Plan

TABLE OF CONTENTS

1. HRDC The National Context	115
2. HRDC in Nunavut	116
3. Human Resources in Nunavut	118
4. Gap Analysis	119
5. HRDC HR Practices	122
6. Pre-employment	122
7. Recruitment	123
8. Retention	124
9. Accommodation	126
10. Monitoring/Reporting	127
11. Targets	128

**HUMAN
RESOURCES
DEVELOPMENT
CANADA**

The National Context

No other Federal Government Department impacts as many Canadians as Human Resources Development.

The Department consequently has a very broad mandate. Its mission is...

*to enable Canadians to participate fully in the
workplace and the community*

To accomplish this HRDC administers the following programs:

When Canadians are unemployed, they can seek temporary income support from Employment Insurance (EI) while they look for work.

In 1999, HRDC provided EI income benefits to about 2.3 million Canadians.

More than 22 million payments were made to those clients and about 44 million enquires about claims and program information were received, mostly through automated systems.

Human Resources Investment (HRI) activities assist more than 3 million Canadians, in all age groups and communities each year.

Work to enhance social inclusion is supported by a number of activities and initiatives that provide children, youth at risk, aboriginal people and persons with disabilities with the tools to participate more fully in society and the workplace.

Key programs and services include:

- youth employment initiatives;
- the Aboriginal Human Resources Strategy;
- Employability Assistance for Persons with Disabilities
- the voluntary sector and
- Homelessness.

In the area of promoting learning and skills development, HRI is working towards a national strategy for lifelong learning.

**EI
(EMPLOYMENT
INSURANCE
INCOME
BENEFITS)**

**HRI (HUMAN
RESOURCES
INVESTMENT)**



ISP (INCOME SECURITY PROGRAMS)

The Canada Pension Plan (CPP), Old Age Security (OAS) and the CPP Disability program provide benefits to more than 4.7million people in Canada and another 130,000 people who live in other countries. More than 3,000 HRDC employees deliver and support Income Security Programs (ISP), increasingly in partnership with other governments, insurers and community-based organizations.

LABOUR

Labour programs and services promote and foster labour-management cooperation and workplaces that are stable, equitable, safe and fair.

More than one million Canadians work at 40,000 worksites regulated by federal labour laws. Almost 700 HRDC employees deliver or support the activities of the Labour Program.

Part I of the Labour Code covers industrial relations.

Part II, Occupational Safety and Health. Changes to Part II put more responsibility for the prevention and resolution of health and safety problems into the hands of those in the workplace - the employers and workers.

Part II changes also allow Labour Affairs Officers to spend less time responding to formal complaints and more time on work that prevents problems.

HRDC IN NUNAVUT

Only the Labour program is not administered in Nunavut. Staff administer HRI programs including Youth, Opportunities Fund (Programs for the Disabled), Homelessness and Aboriginal Human Resource Development Agreements.

Clients are assisted with Employment Insurance and Income Security Programs, however the processing of applications is done elsewhere in the region.

Since the creation of Nunavut in April 1999, Human Resources Development Canada has made several changes, in order to better serve the residents of Canada's newest territory.



An Increased Presence:

In the area of Service Delivery, the department has opened a new point of service in the Kitikmeot region. The office; situated in Cambridge Bay; provides service to the communities of Kugaaruk, Kugluktuk, Gjoa Haven and Taloyoak.

Service to the Kivalliq communities of Arviat, Baker Lake, Chesterfield Inlet, Repulse Bay and Whale Cove is provided by the HRC in Rankin Inlet.

These satellite offices report to the main HRCC, in Iqaluit, which provides service to the thirteen communities in the Qikitaaluk region.

In addition to its three points of in-person service, HRDC continues to do outreach work in each Region, concentrating on Employment Insurance and Income Security Programs.

A Forum for the discussion of Northern Issues:

In 2000 Minister Jane Stewart committed to addressing the concerns of Territorial Leaders and the unique service delivery issues facing the north through the creation of a Northern Council.

The Council is comprised of the Senior Assistant Deputy Minister for Service Delivery, the Director General for Service Delivery, the Regional Directors General from Alberta/ NWT/ Nunavut and British Columbia/Yukon and the Directors for each Territory.

Meetings are held three times a year, rotating through the Territories. Each meeting provides an opportunity for Territorial officials to meet with HRDC senior personal to discuss issues of mutual concern.

An Increased Level of Authority for Northern Directors:

In conjunction with the creation of the Northern Council, the department moved to create EX level Director positions in all three Territories.

The Northern Directors participate in the newly formed Northern Council and represent the north perspective national forums.



**HUMAN
RESOURCES
IN NUNAVUT**

Regionally, HRDC uses a Resource Allocation Model to establish salary and non salary funding levels for offices.

The Regional Management Board for Alberta/NWT/Nunavut recognizes the unique challenges faced in Nunavut and our obligations under Article 23 of the Nunavut Land Claim Agreement.

Consequently the Board has been extremely flexible and generous in allocating funds to the territory.

This flexibility results in resources for positions which would not normally be available to a jurisdiction this size.

The following figures reflect HRDC's current staff component in Nunavut:

TOTAL # APPROVED POSITIONS		TOTAL # POSITIONS FILLED	
Iqaluit	8	Iqaluit	7
Rankin Inlet	2	Rankin Inlet	2
Cambridge Bay	1.5	Cambridge Bay	1

Total Number of Inuit Occupying Positions by Categories

POSITION TYPE		INUIT REPRESENTATION
Executive	1	0
Management	7	5
Scientific & Professional	0	0
Technical	0	0
Administrative Support	3.5	1
Operational	0	0



Nine of the current positions represent full-time indeterminant employment. Two positions are currently term, and one half-time indeterminant position situated in Cambridge Bay will remain vacant in the foreseeable future.

Note: Iqaluit is required to provide service in French, consequently one of our Client Service representatives speaks French/English.

GAP ANALYSIS

In the present context it is highly unlikely that there will be an increase of staff in Nunavut.

The Department has devolved responsibility for a number of programs and services through the Labour Market Development Agreement with the Territorial Government; to the Designated Inuit Organizations through the Aboriginal Human Resource Development Agreements and to the community level in the case of the Homelessness Initiative. All indications are that this trend will either continue or that present forms of delivery will be maintained.

In fact a recent realignment of work has resulted in the abandonment of one position.

When this position is vacated, through attrition, the funding which supported it will be redirected to an entry level training position. Consequently HRDC will likely remain with 11-12 staff, resident in Nunavut.

The Department currently has a total of 11.5 employees, SIX of whom are Inuit, giving it a representative level of approximately 52%.

In order to reach a representative level of 85% by the 2020, Inuit must be hired and trained to fill 4 of the 6 positions now occupied by non beneficiaries.



**2002
BASELINE
DATA**

In addition, an annual attrition rate of 10 to 15% must be taken into account. This means that HRDC will hire between 26 and 36 Inuit beneficiaries over the next 18 years in order to meet its 85% target.

In the long term, the positions of Director and Service Delivery Manager will be targeted as positions to be filled by beneficiaries.

In the medium term a Community Consultant position will be filled.

In the short term the entry level training position should be established and filled within this fiscal year.

HRDC has no positions in Nunavut in the Scientific and Professional, Technical or Operational areas. (Please refer to Appendices A & B)

Consequently this Gap Analysis, will deal only with categories of employment currently established in the Territory.

POSITION TYPE		INUIT REPRESENTATION
Executive	1	0
Management	7	5
Administrative Support	3.5	1
Totals	11.5	6

Percentage of Inuit Employees 52%



**2005
BASELINE
DATA**

POSITION TYPE		INUIT REPRESENTATION
Executive	1	0
Management	6	5
Administrative Support	4.5	2
Totals	11.5	7

The Department will shift resources from a service delivery position which has been eliminated, to a new entry level training position. This position will lead to extensive training and development opportunities in a number of departmental activities. The position will be a one to two year term, depending on the incumbent's interests and career aspirations.

This training position should provide HRDC in Nunavut with some flexibility in filling positions which become vacant through attrition.

In the event the trainee decides to pursue work outside the department, HRDC will have provided an excellent skill set which will assist the individual in finding permanent employment within another Government department or agencies. *Percentage of Inuit Employees 61%*

**2007
BASELINE
DATA**

POSITION TYPE		INUIT REPRESENTATION
Executive	1	0
Management	7	6
Administrative Support	3.5	2
Totals	11.5	8



Through attrition, it is expected we will have a Community Consultant position available within the next year. We hope to fill this position with an individual possessing the potential to be trained for successively more responsible roles leading to the Service Delivery Managers position and eventually the position of Director.

By the time the Community Consultant is in a position to accept new responsibilities, the entry level trainee should also be in a position to move up in the organization.

Percentage of Inuit Employees 70%

PRE-EMPLOYMENT

HRDC Nunavut intends to initiate/participate in two active measures in the area of Pre-Employment.

Nunavut Federal Council Post Secondary School Scholarship

This first initiative will be in partnership with other Federal Government Departments located in Nunavut.

The Nunavut Federal Council is currently seeking support through the Treasury Board Secretariat for the establishment of a Scholarship Trust Fund.

Recognizing that, overall, the greatest gap in Nunavut's Federal Civil Service lies in the Scientific and Professional fields, the Scholarship will be geared to these areas of study initially. (please refer to Appendices C)

Creation of an Entry Level Training Position

HRDC, like almost every other federal and territorial government department hires to fill vacancies.

This sometimes results in 'forced fits' where individuals accept a position which either doesn't interest them or for which they aren't particularly well suited.



HRDC Nunavut proposes to create an entry level pre-employment position which would provide an opportunity for individuals to explore career options within the department. Candidates will receive basic training, mentoring and work experience in a variety of areas within the department, including Employment Insurance, Program Delivery, Finance, Outreach Activities specific to HRDC, in addition to general clerical and office duties.

This one to two year program would provide an opportunity for the individual to determine where their strengths, interests and career aspirations might lie and provide a skill set which will prepare them for continued employment with HRDC or better position them to pursue employment within other areas of government or the private sector.

This position would be created through funding provided under the Regional Resource Allocation Model.

A recent realignment of duties has occurred, which will free salary resources in Nunavut.

Normally, under the Model, these resources would revert back to the region, however in this instance, the resources will remain with Nunavut to provide the necessary funding for this Pre-Employment Initiative.

This position has been implemented and should be filled by early 2004.

RECRUITMENT

HRDC has modified its hiring practices to better accommodate northern realities. In addition the department recognizes the need to work with young people still in the school system, making them aware of career opportunities and encouraging them to stay in school and complete their educations.

To this end we will work through the Nunavut Federal Council and the Public Service Commission to establish a program of career fairs, school visits and competitions designed to capture the interest of young people in the territory and help them to make wise career/life decisions.



In the area of current recruitment strategies the following are all hiring practices now in effect in Nunavut.

Advertising of Positions

- All recruitment posters are produced in both official languages PLUS the appropriate Inuktitut dialect.
- With the assistance of the Public Service Commission, posters are displayed in all Nunavut communities.
- Local radio is used whenever feasible
- Positions are advertised through the internet to accommodate beneficiaries living outside the territory.
- Contacts are made with DIOs and other Government agencies to make them aware of the opportunity.

Hiring

- All information required for the job interview is provided well in advance to individual candidates.
- Prior to the actual interview an orientation session is held to prepare candidates for the process.
- All orientation and interview sessions include an Inuktitut speaking member of the community and the candidate is given the option of responding to questions in Inuktitut, if they so desire.
- Interviews are carried out, as much as possible, in a more relaxed informal setting, with refreshments being provided.
- Hiring is done on the bases of competencies or potential, rather than education and experience.
- Appointments without competition are made to provide current employees with work experience in other areas or when a suitable candidate for a position is identified outside the organization. Such appointments must still be defensible under the Merit Principle.

RETENTION

HRDC has implemented a number of changes and hopes to implement more services for its Nunavut staff, in partnership with other federal government departments.



Identification of Systemic Barriers

- Housing was identified as a Systemic Barrier to recruitment and retention of Inuit employees in 1999. By 2000 the departments Regional Management Board and National Headquarters had allocated funding to address the issue. All HRDC employees in Nunavut, who do not own their own homes, are now eligible for subsidized housing.
- Employee Assistance Programs have also been identified as a Systemic Barrier. Currently, Inuit staff in Nunavut, have phone access to the departmental EAP Councilors who are located in Edmonton. Other Federal Government departments operate similar programs in much the same fashion. The lack of a culturally relevant program has been noted and work is underway through the Nunavut Federal Council to provide a more appropriate resource for staff. This may also present an opportunity for partnering with the Government of Nunavut.
- The necessity for Inuit employees to be fluent in English and not be free to work exclusively in their own language is recognized as a systemic barrier in a jurisdiction whose working language is recognized as Inuktitut.
- Succession Management studies have revealed that Federal Senior Management positions are seen as too stressful and requiring too much time away from home to be of serious interest to Inuit employees generally.

Training and Development

- Mentor/Trainer positions have been put in place in both the areas of Program Delivery and Employment Insurance
- Employees are encouraged to do volunteer work within their communities and are provided with time away from work to accommodate these activities. This volunteer work is seen as a learning opportunity and a way to strengthen community ties.
- Employees are encouraged to develop long-term career plans
- All management employees are required to take Diversity training and subsequently to provide other staff with Diversity Workshops.



- Where possible, trainers are encouraged to come to Nunavut, as opposed to Nunavut staff traveling outside the territory. This is done so that trainers are aware of the unique circumstances staff face in delivery programs and services in the far north and so that training can be tailored to accommodate those circumstances and be more culturally relevant.
- Each staff member participates in a yearly Performance Review. This review provides the basis for the employees training and development plan.
- Where it would be beneficial employees are encouraged to spend short periods of time (two to five weeks in duration) in other offices where the work load is heavier and they receive experience in a much broader spectrum of activities.

Accommodation

In the area of accommodation, HRDC recognizes areas which will require attention over the long term, as well as areas which can be addressed in the short and medium term.

Long Term

- Government work environments have not been designed to anticipate the needs of INUIT staff or clients. Our offices are designed on southern standards and while they are attractive and functional, they do not reflect Inuit culture or values. This can only be corrected through consultation with Inuit employees and clients, followed by strategic design changes as offices are refurbished.
- Federal Government departments currently have no way to recognize or reward fluency in Inuktitut. The Bilingual Bonus only applies to French/English speakers. Through the Federal Council we will continue to lobby for changes in this policy.

Mid Term

- Promote the establishment of an inter departmental mentorship program with Inuit mentors



- Encourage creativity in accommodating Inuit Quajimajatuqangit within the workplace

Short Term

- Utilize arrangements already in existence to accommodate Inuit employees who wish to participate in traditional activities (i.e. Alternate Work Arrangements could provide Inuit employees with an extra day off each month)
- Provide options in work hours to accommodate constraints imposed by child and elder care.

MONITORING AND REPORTING

This Annex has been reviewed and approved by HRDCs Regional Management Board.

Responsibility for the implementation of this Annex lies with the HRDC Director in Nunavut.

The Inuit Employment targets outlined in this document will become a part of the Director's Performance Contract with the Regional Director General beginning in the fiscal year 2003/04 and will be reviewed by the Regional Management Board yearly.



HRDC - INUIT EMPLOYMENT TARGETS - 2005**ESTIMATED POSITIONS STAFFED BY BENEFICIARIES**

	Iqaluit	Cambridge Bay	Rankin Inlet	Pangnirtung	Kugluktuk	Pond Inlet	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin / Management	4	1	0	0	0	0	0	5
Scientific & Professional	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	0	0	0
Administrative Support	1	0	1	0	0	0	0	2
Operational	0	0	0	0	0	0	0	0
Total	5	1	1	0	0	0	0	7

ESTIMATED POSITIONS STAFFED BY NON-BENEFICIARIES

	Iqaluit	Cambridge Bay	Rankin Inlet	Pangnirtung	Kugluktuk	Pond Inlet	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin / Management	2	0	1	0	0	0	0	3
Scientific & Professional	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	0	0	0
Administrative Support	0	0.5	0	0	0	0	0	0.5
Operational	0	0	0	0	0	0	0	0
Total	3	0.5	1	0	0	0	0	4.5

ESTIMATED POSITIONS VACANT

	Iqaluit	Cambridge Bay	Rankin Inlet	Pangnirtung	Kugluktuk	Pond Inlet	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin / Management	0	0	0	0	0	0	0	0
Scientific & Professional	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	0	0	0
Administrative Support	0	0	0	0	0	0	0	0
Operational	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

ESTIMATED TOTAL POSITIONS AND THEIR LOCATION

	Iqaluit	Cambridge Bay	Rankin Inlet	Pangnirtung	Kugluktuk	Pond Inlet	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin / Management	6	1	1	0	0	0	0	8
Scientific & Professional	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	0	0	0
Administrative Support	1	0.5	1	0	0	0	0	2.5
Operational	0	0	0	0	0	0	0	0
Total	8	1.5	2	0	0	0	0	11.5

ESTIMATED BENEFICIARY EMPLOYMENT BY CATEGORY AND % STAFF

	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	1	0	0%
Admin / Management	8	5	63%
Scientific & Professional	0	0	n/a
Technical	0	0	n/a
Administrative Support	2.5	2	80%
Operational	0	0	n/a
TOTAL	11.5	7	61%

ANNEX 7

PARKS CANADA AGENCY

Nunavut Field Unit

ANNEX TO THE
NUNAVUT FEDERAL COUNCIL
INUIT EMPLOYMENT PLAN

TABLE OF CONTENTS

INTRODUCTION	131
PARKS CANADA AGENCY	131
NUNAVUT FIELD UNIT	131
HUMAN RESOURCES AT PARKS CANADA AGENCY . . .	132
GAP ANALYSIS	134
HUMAN RESOURCES PRACTICES	140
PRE-EMPLOYMENT	140
RECRUITMENT	143
RETENTION	146
ORGANIZATIONAL DESIGN	149
MONITORING AND REPORTING	150
APPENDICES	
1 – ARTICLE 23 OF THE NLCA	151
2 – THE PARKS CANADA CHARTER	158
3 – ARTICLE 9 OF THE IIBA	159
4 – NUNAVUT FIELD UNIT INFORMATION	167
5 – HR VALUES AND OPERATING PRINCIPLES	170
6 – PARKS IEP STATISTICS AND TARGETS	173
7 – OCCUPATIONAL CATEGORIES AND GROUPS . . .	178
8 – NATIONAL PARKS SCHOLARSHIP	179
9 – STAFFING APPROACHES	190
10 – ALDP PROGRAM MODEL	195

INTRODUCTION

The Nunavut Federal Council Inuit Employment Plan seeks to address those obligations outlined in Article 23 of the Nunavut Land Claims Agreement. (Appendix 1) This Annex to the Nunavut Federal Council Inuit Employment Plan will address those areas specific to the Nunavut Field Unit of Parks Canada Agency and will be undertaken in conjunction with, or in addition to, those initiatives outlined in the overall plan.

PARKS CANADA AGENCY

Parks Canada is a special operating agency. It plays a leading role in federal government activities related to recognizing places representative of Canada's natural heritage and places of national historic importance, and in protecting and presenting these places to the public. The role of Parks Canada Agency is clearly defined in our mandate:

“On behalf of the people of Canada we protect and present nationally significant examples of Canada’s natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.”

-The Parks Canada Charter

The full text of the Parks Canada Charter can be found in Appendix 2.

NUNAVUT FIELD UNIT

There are currently three national parks (Auyuittuq, Sirmilik and Quttinirpaaq – all in the Baffin Region) and eleven historic sites in Nunavut. Negotiations have been completed for a fourth park (Ukkusiksalik) but have not yet started for another on Northern Bathurst Island or for the completion of Tuktut Nogait in the West Kitikmeot. *The Nunavut Land Claims Agreement* provided for the establishment of all three of Nunavut's national parks. It also made determinations on how the parks would be managed. Among its provisions was that a Joint Inuit/Government Park Planning and Management Committee (JPMC) would be established for each national park if either the government or the Inuit requested it.

The Baffin JPMCs are cooperative management bodies and include members appointed by Qikiqtani Inuit Association and the Government of Canada. They provide advice to the Nunavut Field Unit on the operation of the three existing national parks in Nunavut and direction on the long-term management of the parks.



**HUMAN
RESOURCES AT
PARKS CANADA
AGENCY**

The structure of the JPMCs was outlined by the *Inuit Impact and Benefit Agreement for Auyuittuq, Quttinirpaaq, and Sirmilik National Parks* (IIBA). Article 9 of the IIBA (*Inuit Career and Training Opportunities and Benefits*) can be found in Appendix 3. The IIBA was signed in 1999. It is a legal contract negotiated between the Parks Canada Agency and the Qikiqtani Inuit Association (QIA). QIA is the Regional Inuit Organization (RIO) for the Baffin region and the Designated Inuit Organization (DIO) for the purpose of the Baffin IIBA negotiations.

The Agreement establishes means to manage the park in ways that benefit Inuit. It includes measures to provide park access, protection of natural and cultural resources, economic opportunities, Inuit employment, park management planning, and tourism. The Agreement recognizes that Inuit are an integral part of park ecosystems and undertakes to manage the national parks according to the principles of Inuit knowledge, culture, and practice, as well as the *Canada National Parks Act* and *Parks Canada's Guiding Principles and Operational Policies*. It also establishes that the park is part of a system of national parks dedicated to the people of Canada.

Appendix 4 provides more information on the Nunavut Field Unit and each of the three national parks in Nunavut.

In 1999 Parks Canada became a Separate Operating Agency reporting to Parliament through the Minister of Canadian Heritage. One of the consequences of this change was a movement away from rules-based Human Resources Management. Now at Parks Canada we have developed values and operating principles to guide how we deal with our people. These values and operating principles are the foundation for our Human Resources management.

The values and operating principles have been developed with input from employees across Canada. Accordingly, they reflect an understanding of our enduring mandate and the distinctive circumstances in which we work. They apply to all employees at all levels of the organization.

Values are the enduring beliefs that determine our actions, attitudes and the choices we make. Operating principles guide the ways in which our values



are implemented. Together they are the basis for ensuring the integrity of our Human Resources policies, practices and procedures.

These values and operating principles ensure that our Human Resources attitudes and actions reflect the fundamental importance of employees in achieving the mandate of Parks Canada. They reinforce our obligations and commitments to respect and adhere to all relevant legislation.

Our actions and decisions will be aligned with these values and operating principles.

Values

Competence: the knowledge, abilities, personal suitability and other qualities required to perform effectively in the workplace. Competence resides in individuals, working independently or as a member of a team, and in the organization as a whole.

Respect: Mutual trust, recognition of accomplishments, self-esteem and regard for others are important elements of respectful working relationships.

Fairness: Our activities and decisions are just, timely, impartial and objective.

Operating Principles

The values of Competence, Respect and Fairness will be implemented in human resources policies and procedures consistent with the following operating principles. These principles are interrelated and therefore they must be considered collectively and in a balanced fashion.

Accountability: the requirement to be answerable for carrying out our responsibilities in accordance with these human resources values and operating principles

Efficiency: making the best possible use of human resources, time and money

Effectiveness: achieving the expected results

Consistency: acting in a similar manner in similar circumstances



GAP ANALYSIS

Adaptability: adjusting to circumstances while encouraging innovation and creativity

Simplicity: making things as uncomplicated as possible

Openness: ensuring straightforward and honest communications

The full text of Parks Canada Agency's Human Resources – Values and Operating Principles can be found in Appendix 5.

Introduction

In the Nunavut Field Unit it is our philosophy to allow our beneficiary staff to grow into management positions. By providing opportunities to gain experience and education we will allow them to progress into higher level positions. Over the long term we hope that our efforts will result in a representative level of beneficiary employment for Parks Canada in Nunavut. Our efforts should also result in a significant contribution to beneficiary employment in the environmental sector (and other sectors) for employers such as the Department of Fisheries and Oceans, various Inuit Organizations, the Department of Sustainable Development, the Canadian Wildlife Service and others. Former Parks Canada staff in Nunavut have already moved into very responsible positions with Inuit Organizations, other Federal Departments and the Government of Nunavut. The pursuit of our own Inuit employment goals will also benefit the overall goal of having a representative level of beneficiary employment across all levels of government in Nunavut.

An overview of current beneficiary representation by Groups and Categories, as well as the 3- and 5-year targets, is provided below. The complete spreadsheets can be found in Appendix 6.

The statistics in the complete spreadsheets will show many unfilled positions. As such, there should be no expectation that they will be staffed in the short or even medium term.

Some Occupational Groups and Categories may see a reduction in overall numbers in the future. This may be offset by increases in other Categories and may not represent any real change in the total number of staff but only



a change in their occupational group or category as a result of organizational redesign and position reclassification.

Occupational Groups and Categories

The Occupational Groups and Categories are based upon those used for Employment Equity statistics and as such will enable comparability to other jurisdictions and ensure consistency across the Government of Canada departments in Nunavut.

The categories are: Executive, Administration/Management, Scientific & Professional, Technical, Administrative Support, and Operational.

In 2002 the Nunavut Field Unit is represented in each of the categories with the following positions:

Executive:	Field Unit Superintendent
Administration/Management:	Senior Advisor/Negotiator; Human Resources Manager; Ecosystem Secretariate Manager; Finance & Administration Manager; Executive Assistant
Scientific & Professional:	District Planner; Conservation Biologist
Technical:	Chief Park Warden; Senior Park Warden; Park Warden; Communications Manager; Heritage Services Officer; Cultural Resource Management Officer; Data Manager
Administrative Support:	Administration Assistant; Operations Clerk
Operational:	Patrol Person



A detailed listing of the Occupational Groups found within each category can be found in Appendix 7.

**2002 Inuit Employment Statistics Summary
Parks Canada – Nunavut Field Unit**

The above statistics show that the Nunavut Field Unit has had mixed success in achieving a representative level of beneficiaries in each of the six categories. The Executive Category has the lowest % of beneficiaries but

Category	Current # of Staff	Current # of Beneficiaries	Current % of Beneficiaries
Executive	1	0	0%
Admin/Man	5	1	20%
Scientific/Prof.	3	1	33%
Technical	14	7	50%
Admin. Support	1	1	100%
Operational	5	3	60%
Total	29	13	45%

because there is only one position in this group, it will either be 0 or 100% Inuit employment. In reality, it is the Administration / Management and the Scientific & Professional categories that have the largest gaps that need to be addressed. In the Technical and Operational Categories moderate success has been achieved. The Administrative Support category sits at 100% but only one position is in that category.

Although the complete statistical reports in Appendix 6 show a number of vacant positions, this does not present a realistic view of the number of positions available to be filled by beneficiaries. Some positions exist on the list only as ‘stepping stones’ for current Inuit staff. Others are present so that if, in the long term, those positions need to be filled in order to address operational requirements, the positions will already have been created. Another factor that contributes to the large number of vacant positions is that this is a new Field Unit and one of the parks is relatively new. Until



long term operational requirements are established the number of positions needed to operate each park, and what positions will be required, is not known.

2005 Inuit Employment Targets Summary Parks Canada – Nunavut Field Unit

Although we are hoping for improvements in our levels of beneficiary representation by 2005, this improvement will likely be in only some of the occupational categories. It is not anticipated that improvements will be achieved in either the Executive or the Scientific & Professional categories.

Category	Projected # of Staff	Target # of Beneficiaries	Target % of Beneficiaries
Executive	1	0	0%
Admin/Man	10	2	20%
Scientific/Prof.	3	1	33%
Technical	12	6	50%
Admin. Support	3	2	67%
Operational	6	5	83%
Total	35	16	46%

In the Executive category, the position will probably not become open. Even if the position does become open, the education and experience requirements are such that it may be difficult to find a beneficiary candidate with the necessary requirements.

In the Scientific and Professional categories, it is unlikely that beneficiaries with the educational qualifications will be available in the labour market in that short of a time span. As such no change is anticipated in this category. The Administration & Management category will likely increase dramatically due to organizational changes. While only 5 positions are in this category in 2002, there may be 10 in this category by 2005. Although we hope to have doubled the number of beneficiaries in this category, because of the increase in the number of positions this will have no effect on the overall percentage.



It is anticipated that the percentage of beneficiaries in the Technical category will remain constant. Administrative Support should drop on a percentage basis but the total number of positions filled by beneficiaries should increase. It is in the Operational category that we hope to make the largest improvements with an increase from 60% to 83% beneficiary staff.

An increase in overall beneficiary employment is not anticipated by 2005. Although the total number of beneficiary staff should increase from 13 to 16 (a 23% increase) this will likely be matched by an overall increase in the number of positions and in the number of positions filled by non-beneficiaries. Substantive progress in increasing beneficiary employment is not anticipated until 2007.

2007 Inuit Employment Targets Summary Parks Canada – Nunavut Field Unit

We are hoping for further improvement by 2007. Besides moving to 56% overall beneficiary employment we hope to have a majority of Operational, Administrative Support and Technical positions be filled by beneficiaries. It is likely that no improvement will take place in the Executive category and that the Scientific and Professional category will remain constant. The

Category	Projected # of Staff	Target # of Beneficiaries	Target % of Beneficiaries
Executive	1	0	0%
Admin/Man	11	5	45%
Scientific/Prof.	3	1	33%
Technical	12	7	58%
Admin. Support	3	2	67%
Operational	6	5	83%
Total	36	20	56%

Operational and Administrative Support categories will likely remain at the same levels they were in 2005 (83% and 67%) respectively. The Technical category should increase from 50% to 58%.



It is the Administration & Management category that is being targeted for the largest increase between 2005 and 2007. It is hoped that beneficiary employment in this category will more than double from 20% to 45%.

Overall, within the next five years the Nunavut Field Unit of Parks Canada is targeting an increase of 11% (from 45% to 56%) in overall beneficiary employment. This increase should occur even though the total number of positions is also increasing. Looked at in terms of the total number of beneficiaries employed the target increase is even greater. In 2002 there are 13 beneficiary staff working for Parks Canada in Nunavut. By 2007 it is hoped that the number will increase to 20. This would represent an increase of 54% in total number of beneficiaries employed by the Nunavut Field Unit.

Staff Turnover Rates

With such a small organization it is difficult to project staff turnover rates into the future. The numbers are not large enough to make general assumptions. The rates identified below will be subject to variation.

Staff Turnover Rates

Parks Canada – Nunavut Field Unit

The estimated rates are not cumulative. For example, in the Operational category a turnover rate of 10% over the next year is predicted. Over the next 3 years it is estimated that 33% of the positions currently occupied will become vacant and over the next 5 years as many as 66% of currently occupied positions will be vacated and need to be filled. It does not mean that we expect turnover of 109% over the next 5 years.

Category	Current (1 year)	(3 years)	(5 years)
Executive	0	0	100%
Admin/Man	20	25	50%
Scientific/Prof.	0	33	66%
Technical	0	30	50%
Admin. Support	0	50	50%
Operational	10	33	66%



PRE-EMPLOYMENT

For an organization as small as the Nunavut Field Unit of Parks Canada, pre-employment training activities will be most effective when done in collaboration with other Federal Government departments in Nunavut. Parks Canada will, therefore, participate in those initiatives identified in the umbrella plan that will contribute to the Inuit employment goals of the Nunavut Field Unit.

Some pre-employment activities specific to Parks Canada are identified below.

National Parks Scholarships

As per Article 9.3.2 of the *Inuit Impact and Benefit Agreement (IIBA) for Auyuittuq, Quttinirpaaq and Sirmilik National Park*, the Nunavut National Parks Scholarship trust was established by Kakivak Association.

The Nunavut Field Unit of Parks Canada Agency has contributed \$200,000 to the Trust and National Parks Scholarships are now awarded on an annual basis.

First priority will be given to applicants residing in any of the six communities adjacent to the three Baffin National Parks (Auyuittuq, Quttinirpaaq and Sirmilik National Parks) and who have received recommendations from the JPMCs associated with the above mentioned Parks.

The Trust will present scholastic awards to Inuit under the Nunavut Land Claim residing in the Baffin Region who have demonstrated a strong commitment to learning and intend on continuing their education in the future. Scholarships are usually intended for applicants who expect to work in subject areas related to scientific study or management of National Parks.

The value of the awards will be determined on an annual basis.

A complete description of the National Parks Scholarships and Application Information can be found in Appendix 8.



Summer Students

The Nunavut Field Unit will hire summer students at the Secondary and Post-Secondary level in order to provide Inuit students with work experience and to allow them to see long-term employment with Parks Canada as a possible future career choice.

During the summer of 2002, 90% of the ten summer students hired by Parks were beneficiaries of the NLCA.

- Beneficiaries of the NLCA will be given preference when summer students are hired.
- Special emphasis and priority will be given to beneficiary students enrolled in post-secondary educational programs in fields related to the mandate undertaken by Parks Canada (ex. Environmental Technology students at NAC)
- Priority will also be given to students who have worked successfully for previous summers with Parks and wish to continue the working relationship.

Students will be hired via the Public Service Commission's Federal Student Work Experience Program (FSWEP) and through local competitions run by the Nunavut Field Unit.

Information on the FSWEP application process can be obtained from the Nunavut office of the Public Service Commission (PSC).

Partnership with Nunavut Arctic College

The Nunavut Field Unit will seek to establish a partnership with Nunavut Arctic College in order to:

- Support the design of programs that will produce top quality candidates for Parks Canada
- Assist in the identification and development of specific courses to



meet the recruiting and development needs of Parks Canada

- Assist in the development of course content so that it will have a direct relevance to possible employment opportunities at Parks Canada
- Support work experience placements with Parks Canada where appropriate
- Support Co-op programs in fields relevant to Parks Canada

Develop and Maintain Partnerships

Parks Canada has already developed good working relationships with NTI, other Inuit Organizations, the Government of Nunavut and other Federal Departments. Parks Canada will continue to promote the development and maintenance of these relationships in order to:

- Support cooperation in actions that will contribute to our Article 23 goals
- Jointly develop training opportunities and initiatives
- Share experiences, successes and failures related to Article 23 initiatives so that best practices can be developed
- Combine resources to ensure that actions are efficient and effective

Marketing of Parks Canada as an Employer

Parks Canada will market itself as an employer of choice for beneficiaries. This marketing will be focussed on those communities nearest the parks but may also occur at other communities across Nunavut. This will be done via:

- Participation in job fairs and school visits with other GOC departments.



- Present programs to schools in communities adjacent to the parks using material relevant to the curriculum and which demonstrate the types of jobs being performed with Parks Canada
- Creation of materials that will be distributed to schools to give information about Parks Canada and possible employment opportunities in Nunavut.
- Development of a presentation that could be presented at schools, job fairs or other appropriate events.
- Promote Parks Canada at Nunavut Arctic College via presentations and lectures.

RECRUITMENT

The Nunavut Field Unit will undertake the following activities in order to facilitate the recruitment of beneficiaries for positions with Parks Canada.

Review of Personnel Systems

Personnel systems are often set up without taking into account the regional differences and obligations, like those identified in Article 23 of the NLCA, that some Field Units operate under. In order to address this possibility, the Nunavut Field Unit will:

- Examine the personnel system on an annual basis
- Conduct the review in conjunction with and with the assistance of a beneficiary employee
- Identify systemic barriers which could impede recruitment of Inuit beneficiaries of the NLCA



Removal of Systemic Barriers

Systemic barriers identified during the review of personnel systems will be addressed. In addition to this, the following actions will be undertaken on an ongoing basis:

- Evaluation of Work Descriptions and Statements of Qualifications to ensure that educational qualifications and experience requirements are appropriate
- Identification and acceptance of educational equivalencies where this is appropriate
- Focus on experience, Inuit traditional knowledge, and Inuit cultural knowledge as acceptable equivalencies to formal education and qualifications where this is appropriate

Job Competitions

When a job competition is being run the following actions will occur in order to encourage beneficiary applicants.

- Competitions either limited to local community or open to all Nunavut
- Competition posters in Inuktitut as well as English
- Social and cultural understanding will be included on job poster and Statement of Qualifications

Interview Process

Even after steps have been taken to encourage beneficiary applicants, changes can be made to the interview process to make it easier for beneficiaries to be successful. Some of the processes that will be implemented are:



- A beneficiary representative from an Inuit Organization on interview panels
- Provide candidates with the interview questions prior to the formal interview in order to promote a relaxed and low-stress atmosphere
- Keep the interview panel small

Trainee Positions

Sometimes, the skills possessed by beneficiaries in the labour market do not match with the skill requirements of available positions. In order to address this disparity, the following actions will be implemented:

- Creation of trainee positions (how many positions and when they will be created depends upon available funding)
- Provide opportunities for job shadowing (dependent upon available funding)
- Staffing existing positions on a trainee basis and then providing on the job training to develop the skill base required for the position
- Working with existing staff with the aim of taking on the responsibility of being a mentor/coach to the beneficiary trainee
- Development of a detailed training plan for beneficiary staff in these positions in order to facilitate career development and progression into the targeted position

Staffing Plan

Parks Canada has examined the positions available within Nunavut and has developed consistent approaches that are to be taken in the staffing of the



different types of positions. The plan identifies the following information:

- The position types (wardens, patrol persons, trainees, etc.)
- The types of employment that may be offered (indeterminate, term, seasonal)
- The recruitment approach (open competition, internal competition)
- The targeted groups (NLCA beneficiaries, residents of Nunavut, etc.)
- The area of competition (local community, Nunavut, National, etc.)
- The make up of the interview panel (Superintendent, representative from DIO, etc)
- The reason for the above approaches

Although the plan identifies our ‘preferred approach’ to staffing positions, circumstances may require that on occasion other approaches (ex. Direct Hire) are utilized. We will work with the JPMCs to keep the plan relevant and to ensure that it is responsive to changing circumstances and needs. This plan is presented in the form of a table and can be found in Appendix 9.

RETENTION

Training Plans

The creation of a personal training plan will enable beneficiary staff to improve current skills and gain new ones. It is an investment by Parks Canada in its beneficiary staff and an investment by staff in their careers.

- All beneficiary staff will work with their immediate supervisor yearly to develop a training plan that identifies their immediate training needs



Career Plans

The development of a career plan is evidence of the long-term commitment on the part of Parks Canada to its beneficiary staff. Beneficiaries are not just hired to do a job, they become a part of Parks Canada and we will work together to achieve the goals of the agency and the individual. In support of this:

- All beneficiary staff will work with their immediate supervisor and the Human Resources Manager yearly to identify the training and development activities and work experiences that will contribute to their long term career goals.

Training Opportunities

Beneficiary staff will be provided with the support needed to master all of the skills needed for their present position as well as those skills needed to progress within Parks Canada. Actions related to training opportunities will include:

- Special training opportunities for beneficiary staff
- Providing on the job training for beneficiary staff
- Providing mentors for beneficiary staff
- Provide as much training as possible in the local community or in Nunavut
- Pay tuition/course fees for beneficiary staff taking post-secondary courses that are required for them to progress into positions that have educational qualifications they currently do not possess.
- Provide time during working hours for beneficiary staff to study and do course work.



Aboriginal Leadership Development Program (ALDP)

The Aboriginal Leadership Development Program is a multi-year training and development program aimed at developing a cadre of Aboriginal Leaders within Parks Canada—a knowledgeable, skilled network of individuals in a variety of functions and levels in the organization. The program’s fundamental goal is full-time, long term retention of Aboriginal leaders in the agency through core training sessions and individualized training plans.

Objectives

- Provision of leadership training and development through formal courses and on-the-job-training;
- Development of an individualized career plan;
- Commitment to full time, indeterminate employment

Highlights

- Introduction to Protected Areas Management training
- Personal and Professional Leadership Skills development
- Personal Awareness, Strengthening and Renewal
- Parks Canada policies and processes
- Career counseling and planning
- Conflict Resolution and Negotiations training
- Effective Communications skills development

The Aboriginal Leadership Development Program is not designed exclusively for beneficiaries but in the Nunavut Field Unit, priority for partici-



pation in this program will be given to beneficiaries of the Nunavut Land Claims Agreement.

More information on the Aboriginal Leadership Development Program can be found in Appendix 10.

Cultural Understanding

Cultural Understanding is vital in order for people of differing backgrounds, ideas, expectations and beliefs to work together productively, harmoniously and in a mutually beneficial fashion. Cultural understanding comes from knowledge, communication and respect. Initiatives that will be implemented that will help promote cultural understanding are:

- Cross-cultural training will be provided for all staff
- Nunavut Field Unit will pay for Inuktitut training for beneficiary and non-beneficiary staff
- New staff will be oriented to Inuit Culture
- Inuit Qaujimagatuqangit activities will be arranged so that all staff have the opportunity to experience traditional activities and spend time “on the land”
- Ongoing evaluation of the working environment and processes in Parks Canada Nunavut Field Unit will ensure sensitivity to Inuit culture
- Traditional consensus based decision making will be incorporated into Nunavut Field Unit practices where appropriate

ORGANIZATIONAL DESIGN

The design of our organization could either help or hinder the goal of achieving a representative level of beneficiary employment across all occupational categories. Because the Nunavut Field Unit is small and flat in



MONITORING & REPORTING

terms of organization, there would not normally be many entry-level or stepping stone positions. This could be a barrier to beneficiary employment and career progression and it will be addressed as follows:

- Creation of entry level or trainee positions that will allow beneficiaries who may lack sufficient experience or training to enter the organization
- Creation of stepping stone positions for beneficiary staff to facilitate career progression

The Superintendent, Nunavut Field Unit or their designate will be responsible for monitoring and reporting on the plan.



ANNEX 7

APPENDIX 1

PARKS CANADA AGENCY

Nunavut Field Unit

ARTICLE 23 OF THE NLCA

**INUIT EMPLOYMENT
WITHIN GOVERNMENT**

ARTICLE 23

INUIT EMPLOYMENT WITHIN GOVERNMENT

PART 1:

DEFINITIONS

23.1.1 In this Article:

"government employment" includes

- (a) positions in the federal Public Service for which Treasury Board is the employer,
- (b) positions in the territorial Public Service for which the Commissioner is the employer, which shall include positions in the Northwest Territories Housing Corporation, and positions for which a Municipal Corporation is the employer;

"government organization" means a department or similar body within Government in the Nunavut Settlement Area;

"in-service training" means training provided to persons working in government employment;

"Inuit employment plan" means a plan designed to meet the objective of these provisions in accord with the process set out in Part 4;

"pre-employment training" means training provided to persons not employed by Government in anticipation of government employment;

"representative level" means a level of Inuit employment within Government reflecting the ratio of Inuit to the total population in the Nunavut Settlement Area; this definition will apply within all occupational groupings and grade levels;

"systemic discrimination" means policies or practices, which are not intended to discriminate, but which have a disproportionate and adverse effect on members of designated groups, and for which there is no justification;

"under-representation" means a level of Inuit employment within



Government in the Nunavut Settlement Area that is lower than the ratio of Inuit to the total population in the Nunavut Settlement Area.

PART 2: OBJECTIVE

23.2.1 The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.

23.2.2 In pursuit of this objective, Government and the DIO shall cooperate in the development and implementation of employment and training as set out in the Agreement.

PART 3: INUIT LABOUR FORCE ANALYSIS

23.3.1 Within six months of the date of ratification of the Agreement and as a basis for the development of initiatives contemplated in this Article, the Government shall, with the participation of the NITC, undertake a detailed analysis of the labour force of the Nunavut Settlement Area to determine the availability, interest and level of preparedness of Inuit for government employment. The data shall be maintained and updated on an on-going basis.

23.3.2 The purpose of the analysis in Section 23.3.1 is to assess the existing skill level and degree of formal qualification among the Inuit labour force and to assist in formulating Inuit employment plans and pre-employment training.

23.3.3 It is understood that the analysis in Section 23.3.1 will incorporate and build upon existing data wherever possible.

PART 4: INUIT EMPLOYMENT PLANS

23.4.1 Within three years of the date of ratification of the Agreement, each



government organization shall prepare an Inuit employment plan to increase and maintain the employment of Inuit at a representative level.

23.4.2 An Inuit employment plan shall include the following:

- (a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;
- (b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;
- (c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;
- (d) measures consistent with the merit principle designed to increase the recruitment and promotion of Inuit, such as
 - (i) measures designed to remove systemic discrimination including but not limited to
 - removal of artificially inflated education requirements,
 - removal of experience requirements not based on essential consideration of proficiency and skill,
 - use of a variety of testing procedures to avoid cultural biases,
 - (ii) intensive recruitment programs, including the distribution of competition posters throughout the Nunavut Settlement Area, with posters in Inuktitut as well as Canada's official languages as required,
 - (iii) inclusion in appropriate search criteria and job descriptions of requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area, including but not limited to



- knowledge of Inuit culture, society and economy,
 - community awareness,
 - fluency in Inuktitut,
 - knowledge of environmental characteristics of the Nunavut Settlement Area,
 - northern experience,
- (iv) Inuit involvement in selection panels and boards or, where such involvement is impractical, advice to such panels and boards,
- (v) provision of counselling services with particular attention to solving problems associated with accessibility to such services,
- (vi) provision of in-service education assignment and upgrading programs adequate to meet employment goals,
- (vii) promotion of apprenticeship, internship and other relevant on-the-job training programs,
- (viii) special training opportunities,
- (ix) use of measures which are found to be successful in achieving similar objectives in other initiatives undertaken by Government, and
- (x) cross-cultural training;
- (e) identification of a senior official to monitor the plan; and
- (f) a monitoring and reporting mechanism on implementation of the plan.

23.4.3 All employment plans shall be posted in accessible locations for employee review.

23.4.4 Notwithstanding the overall objectives of this Article, it is understood that some organizations may employ so few persons in the Nunavut Settlement Area that strict application of the above measures may not be practicable.



PART 5:

PRE-EMPLOYMENT TRAINING

23.5.1 The plans outlined in Part 4 will require special initiatives to provide some Inuit with skills to qualify for government employment. Government and the DIO shall develop and implement pre-employment training plans.

23.5.2 To the extent possible, the plans referred to in Section 23.5.1 shall be designed to meet the special needs of Inuit by various means, including:

- (a) instruction in Inuktitut;
- (b) training within the Nunavut Settlement Area;
- (c) distribution of training sites among communities, it being understood that circumstances may require that training take place in central locations within the Nunavut Settlement Area or in other locations outside the Area; and
- (d) the taking into account of Inuit culture and lifestyle.

PART 6:

SUPPORT

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

PART 7:

REVIEW, MONITORING AND COMPLIANCE

23.7.1 On the fifth anniversary of the date of ratification of the Agreement and at five year intervals thereafter, or at such other dates as may be agreed upon by the Implementation Panel, the Panel shall arrange for an independent review of the Inuit employment plans and other measures under this



Article. The Implementation Panel shall identify and recommend measures to correct any deficiencies in the implementation of this Article. With respect to pre-employment training plans under Part 5, the Panel shall consult with the NITC prior to identifying or recommending measures to correct any deficiencies in the implementation of Part 5.

23.7.2 The findings of the independent review and recommendations of the Implementation Panel shall be consolidated in the relevant annual report prepared by the Implementation Panel pursuant to Sub-section 37.3.3(h).

PART 8:

CANADIAN FORCES AND RCMP

23.8.1 Although uniformed members of the Canadian Forces and the R.C.M.P. are excluded from the broad application of the provisions of this Article, it is understood that with respect to these categories of government employment, current policies for increasing recruitment, training and retention of Inuit shall continue, but will not necessarily reflect representative levels of the population in the Nunavut Settlement Area.

PART 9:

SAVING

23.9.1 Notwithstanding any other provisions in this Article, Inuit shall continue to be eligible to benefit, on as favourable a basis as any other persons, from any special employment program, employment equity program, equal opportunity program or similar program that may exist, from time to time, for the purpose of increasing or otherwise promoting the employment of aboriginal people or other designated groups within or by Government.



ANNEX 7

APPENDIX 2

THE PARKS CANADA CHARTER

OUR MANDATE

On behalf of the people of Canada we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people – the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.



ANNEX 7

APPENDIX 3

ARTICLE 9 OF THE IIBA

INUIT CAREER & TRAINING OPPORTUNITIES & BENEFITS

PART I: CAREER OPPORTUNITIES

Article 23 of the NLCA and the Inuit Employment Plan

9.1.1 Consistent with the objective of Article 23 of the NLCA, the Parties are committed to increasing Inuit participation in Government employment in the Parks to a representative level.

9.1.2 As part of the annual process for monitoring and reporting on implementation of the Department of Canadian Heritage Inuit Employment Plan, the Superintendent will seek the advice of the JPMC concerning both the implementation of the Employment Plan and any change to the Plan. The JPMC will consider, in particular, the parts of the Employment Plan that deal with recruitment, hiring and systemic discrimination.

Language

9.1.3 It is a goal of the Parties to provide for the opportunity for Inuktitut to be one of the working languages within the Parks Canada workplace in the adjacent communities, where staff would have the choice of working in either or both Inuktitut and Canada's official languages.

9.1.4 The following measures will be taken to achieve the goal in Section 9.1.3:

- (a) employees will be encouraged to use Inuktitut in the workplace;
- (b) proficiency in Inuktitut by employees will be an asset to the



workplace and in hiring and advancement within the workplace;

- (c) non-Inuktitut speaking employees will be encouraged to learn Inuktitut; and
- (d) workplace meetings will be conducted in both Inuktitut and, as required by legislation or policy, Canada's official languages with interpreters available where reasonable.

Recruitment and Hiring

9.1.5 Parks Canada will seek the advice of the JPMC concerning recruitment or hiring for a position in the Park or for a position in the Nunavut Field Unit if that position involves responsibilities for the Park, including advice concerning:

- (a) policies or procedures for filling a vacant or new position;
- (b) the methods used to advertise a vacant or new position;
- (c) hiring criteria or qualifications for a vacant or new position;
- (d) the weight assigned to each criterion set out in section 9.1.6; and
- (e) a draft job description or statement of qualifications for a vacant or new position.

9.1.6 Parks Canada will give special consideration to the following criteria when establishing hiring criteria and qualifications for Park or other Nunavut Field Unit positions:

- (a) knowledge of Inuit culture, society, and economy;
- (b) knowledge of this Agreement and of the NLCA;
- (c) fluency in Inuktitut;



- (d) knowledge of the environmental characteristics of the Park and its surrounding area;
- (e) community awareness; and
- (f) relevant northern experience.

Each criterion will be assigned a weight that is appropriate in the context of the duties of the position.

9.1.7 Parks Canada will invite the JPMC to designate at least one of its members, or another person, to participate in the hiring process for any Park staff. For Nunavut Field Unit positions that have responsibility for more than one Park, the Superintendent will invite the JPMCs of the affected Parks to collaborate to designate at least one of their members, or another person, to represent the JPMCs in participating in the hiring process for the Nunavut Field Unit position. Such participation will, at a minimum, include the following:

- (a) participating in the design and conduct of any pre-interview testing or assessments and the preparation of interview questions; and
- (b) participating in any hiring interviews and selection panels to select the candidate for the position.

9.1.8 Subject to applicable employment legislation, if Parks Canada recruits from outside the Public Service to fill a position in the Park or a position in the Nunavut Field Unit that involves responsibilities for the Park, it will:

- (a) when it identifies the geographic area within which to advertise a competition, take into account the advice that the JPMC provides under Section 9.1.5;
- (b) hold a competition that is open only to Inuit; and
- (c) open the competition to non-Inuit only if the position is not filled in accordance with Sub-section (b).



9.1.9 Subject to applicable employment legislation, if Parks Canada recruits from inside the Public Service to fill a position in the Park or a position in the Nunavut Field Unit that involves responsibilities for the Park, when it decides the geographic area within which to advertise a competition, it will take into account the advice that the JPMC provides under Section 9.1.5.

Reduction

9.1.10 If Parks Canada intends to contract out any of its positions, or any of its services performed by Park employees, resulting in a reduction in the full-time employees for a Park of twenty five percent or more, the Superintendent will seek the advice of the JPMC.

PART 2: TRAINING AND RETENTION OF EMPLOYEES

Training

9.2.1 To facilitate the advancement of Inuit in positions in the Park and in other positions in the Nunavut Field Unit, each manager who is responsible for an Inuk employee will develop and review on an annual basis with that employee a career and training strategy that includes but is not limited to:

- (a) specific training to enhance skills required for the employee's position;
- (b) the employee's short term and long term career goals and target positions; and
- (c) training available to assist the employee to achieve his or her career goals.

9.2.2 Parks Canada will provide each Inuit employee with reasonable opportunities to pursue training, such as on-the-job training initiatives, off-site training programs, continuing education opportunities and educational leave.

9.2.3 When Parks Canada provides any training that forms part of an Inuk employee's career and training strategy, it will do so in consultation with



the employee in a manner that reasonably accommodates the employee's needs as an Inuk. Among possible means which may be used to achieve this end are the following:

- (a) providing instruction in Inuktitut;
- (b) providing mentoring programs;
- (c) providing training in Nunavut;
- (d) distributing training sites among communities; and
- (e) taking into account Inuit culture and lifestyle.

It is understood that circumstances may require that training take place in one or more central locations in the Nunavut Settlement Area or in one or more locations outside the Nunavut Settlement Area.

Retention

9.2.4 Parks Canada will institute policies and practices and make reasonable accommodations that ensure that Inuit participation in employment in Parks Canada in the Nunavut Settlement Area is increased to a representative level as defined in Article 23 of the NLCA.

PART 3: NUNAVUT NATIONAL PARKS SCHOLARSHIP TRUST

9.3.1 The Kakivak Association will establish, by trust deed, the Nunavut National Parks Scholarship Trust (Trust).

9.3.2 Upon the signing of this Agreement, the Government will provide the Kakivak Association with a one-time grant of two hundred thousand dollars for transfer to the Trust. The Kakivak Association will transfer the grant to the Trust within ten days of the signing of this Agreement. This grant will serve the purpose of providing scholarships only:



- (a) under this Agreement; and
- (b) under a national park IIBA negotiated under Section 8.4.4 of the NLCA if a national park is established on Northern Bathurst Island.

9.3.3 Nothing in this Agreement precludes parties that negotiate a future IIBA in accordance with Section 8.4.4 of the NLCA from negotiating further Government contributions to the Trust. For the purposes of this section, a future IIBA does not include a national park IIBA negotiated if a national park is established on Northern Bathurst Island.

9.3.4 The grant will be used to provide scholarships to Inuit who pursue education or training in any of the following fields or related fields:

- (a) traditional knowledge relating to ecology;
- (b) renewable resource management;
- (c) environmental technology;
- (d) administration;
- (e) business management
- (f) financial management;
- (g) human resource management;
- (h) accounting;
- (i) bookkeeping;
- (j) archaeology;
- (k) biology;
- (l) anthropology;



- (m) history;
- (n) geography;
- (o) geographic information systems;
- (p) remote sensing; or
- (q) any other field of study approved by the trustees.

9.3.5 The trustees, when considering applications for scholarships, will give priority to applicants in the following order:

- (a) a resident of an adjacent community who submits a letter of recommendation from the JPMC;
- (b) a resident of an adjacent community who does not submit a letter of recommendation from the JPMC;
- (c) a resident of a community located in the Baffin region that is not an adjacent community;
- (d) a resident of a community in the Nunavut Settlement Area that is not located in the Baffin Region and that is located near a National Park;
- (e) a resident of a community in the Nunavut Settlement Area that is not identified in Sub-sections (a) to (d);
- (f) a resident from outside the Nunavut Settlement Area.

9.3.6 In addition to the criteria in Sections 9.3.4 and 9.3.5, and consistent with the provisions of the trust deed, the trustees will develop and maintain other eligibility requirements and guidelines necessary for the administration of the scholarship program and the awarding of scholarships.

9.3.7 For the purposes of Sections 9.3.4 and 9.3.5, if a national park is established on Northern Bathurst Island:



- (a) any community that is defined as an adjacent community in a national park IIBA that is negotiated for that park in accordance with Section 8.4.4 of the NLCA is deemed to be an adjacent community; and
- (b) any joint Inuit/Government parks planning committee that is established under a national park IIBA that is negotiated for that park, as referred to in Section 8.4.11 of the NLCA, is deemed to be a JPMC.

9.3.8 Within six months of the establishment of the Trust or the signing of this Agreement, whichever occurs later, the trustees will apply to Revenue Canada for registration of the Trust as a Canadian Charity.

9.3.9 The trustees will invest the funds of the Trust as prudent investors. Investments will be made with a view to maintaining the initial capital at two hundred thousand dollars in constant 1999 dollars - measured by Statistics Canada's Consumer Price Index, with January 1999 as the base index - while generating sufficient income to fund annual scholarships.

9.3.10 Prior to the end of each fiscal year, the trustees will determine how much income will be available for scholarships, taking into account the costs associated with the operation of the Trust and, if applicable, the disbursement quota of the Income Tax Act that applies to registered charities. The trustees will award scholarships as soon as possible thereafter.



ANNEX 7

APPENDIX 4

NUNAVUT FIELD UNIT INFORMATION

Auyuittuq National Park of Canada

Auyuittuq National Park is located on eastern Baffin Island's Cumberland Peninsula. The park is 19,700 square kilometres in size. Auyuittuq National Park Reserve was established in 1974, and became a national park with the signing of the Nunavut Land Claims Agreement in 1993. The park includes the highest mountains of the Canadian Shield and the Penny Ice Cap, a permanent ice cap that is 6,000 square kilometres in size. The park's landscape has been formed by intense glaciation and is constantly changing from the effects of the glaciers that remain in the park today.

Auyuittuq National Park is situated between two gateway communities: Pangnirtung to the south and Qikiqtarjuaq to the north. Human uses of the park include traditional uses by Inuit from the two adjacent communities, backcountry hiking, scientific research, and spring ski touring.

Sirmilik National Park of Canada

Sirmilik National Park of Canada is located on the north end of Baffin Island in Nunavut, in Canada's Eastern Arctic. It is the third largest national park in Canada, at 22,200 square kilometres. Established in 2001 with the revision of the Canada National Parks Act, Sirmilik National Park is currently Canada's newest national park.

Parks Canada Agency commemorates and protects nationally significant examples of Canada's natural and human heritage. Significant examples of both cultural and natural resources are protected in Sirmilik National Park. The earliest traces of human activity in the park region date to the Pre-Dorset period, more than 4,000 years ago. These archaeological sites are



among the oldest in the Eastern Arctic. Inuit living in the North Baffin region today are descended from Thule people, who arrived there about 1,000 years ago.

Sirmilik National Park protects Inuit culture, history and tradition in one of the places where it evolved and developed. Protecting this rich landscape of archaeological resources and cultural sites contributes to the preservation and celebration of Inuit culture.

Sirmilik National Park is a rich wildlife area in Nunavut. The park consists of four separate land areas adjacent to Lancaster Sound and Baffin Bay at the north end of Baffin Island. The Bylot Island Migratory Bird Sanctuary is included in the park. Sirmilik represents the Eastern Arctic Lowlands Natural Region in Canada's National Parks System Plan. The park protects significant portions of the Canadian populations of several bird species, including black-legged kittiwakes, thick-billed murres, and greater snow geese. Polynyas (year-round open water) in Baffin Bay and Lancaster Sound provide habitat for marine mammals, including four species of whales and five species of seals.

Quttinirpaaq National Park of Canada

Located on Ellesmere Island, the northern tip of the Canadian Arctic islands, Quttinirpaaq (Ellesmere Island) National Park Reserve was established in 1988 and became a national park with the signing of the Nunavut Land Claims Agreement in 1993. The park is 37,775 square kilometres in size and is the second largest national park in Canada. The Robeson Channel – which is only 20 kilometres wide – separates Northern Ellesmere Island from Greenland.

Rugged land forms, remoteness, and fragile, high arctic ecosystems are the main characteristics of the park region. Human use consists of park management activities, research, ecotourism, and military activities.

The military base at Alert is located 44 kilometres northeast of the park, while Eureka military base and meteorological station is 225 kilometres to the south. Canada's most northerly permanent community, Grise Fiord, is located 640 kilometres south of the park. Resolute Bay is 900 kilometres south and is the closest community to receive scheduled air service from Iqaluit, Nunavut and Yellowknife, Northwest Territories.



Nunavut Field Unit Information

3 National Parks

- Auyuittuq
- Quttinirpaaq
- Sirmilik

11 National Historic Sites

Contribution to Local Economy in Nunavut

- Under the terms of the Nunavut Land Claims Agreement (NLCA), 85% of Parks Canada staff are to be beneficiaries of the NLCA by the year 2020.
- Tourism: over 600 person-visits in 2001-2002

The Nunavut Land Claims Agreement provided for the establishment of all three of Nunavut's national parks. It also made determinations on how the parks would be managed. Among its provisions was that a Joint Inuit/Government Park Planning and Management Committee be established for each national park.

The structure of the Joint Park Management Committee was outlined by the Inuit Impact and Benefit Agreement for Auyuittuq, Quttinirpaaq, and Sirmilik National Parks (IIBA). The IIBA was signed in 1999. It is a legal contract negotiated between the Parks Canada Agency and the Qikiqtani Inuit Association (the Designated Inuit Organization for Inuit of the Baffin region).

The Agreement establishes means to manage the park in ways that benefit Inuit and Parks Canada. It includes measures to provide park access, protection of natural and cultural resources, economic opportunities, Inuit employment, park management planning, and tourism. The Agreement recognizes that Inuit are an integral part of park ecosystems and undertakes to manage the national parks according to the principles of Inuit knowledge, culture, and practice, as well as the Canada National Parks Act and Parks Canada's Guiding Principles and Operational Policies. It also establishes that the park is part of a system of national parks dedicated to the people of Canada.



**HUMAN
RESOURCES
VALUES AND
OPERATING
PRINCIPLES**

ANNEX 7

APPENDIX 5

HUMAN RESOURCES VALUES AND OPERATING PRINCIPLES

Parks Canada Agency

VALUES

COMPETENCE

Competence refers to the knowledge, abilities, personal suitability and other qualities required to perform effectively in the workplace. Competence resides in individuals, working independently or as a member of a team, and in the organization as a whole. We:

- commit to employing competent people
- maintain and transmit “corporate memory” (i.e., knowledge, skills and experience developed over many years) as an essential part of organizational competence and renewal
- invest in individual development and career planning to maintain the required competencies and to support personal and organizational growth

RESPECT

Mutual trust, recognition of accomplishments, self-esteem and regard for others are important elements of respectful working relationships. As a value that is earned and deserved, respect implies that we:

- respect individual differences and different points of view
- recognize individual and team contributions
- respect the need to balance our work and personal lives



- recognize the right of employees to union membership, representation and participation in union activities
- respect and apply principles concerning official languages, employment equity, privacy, health and safety in the workplace, and protection from harassment and discrimination
- foster an environment in which we participate in the organization's activities and decisions
- consult prior to taking decisions that directly affect other employees

FAIRNESS

Fairness means that our activities and decisions are just, timely, impartial and objective. We:

- ensure equitable treatment of employees both individually and collectively while respecting our diversity
- apply equitable processes and our attitudes, acts and decisions are well reasoned
- communicate our practices and decisions openly and honestly
- ensure that all staffing decisions and other human resource practices are free from political influence and other forms of patronage

OPERATING PRINCIPLES

The values of Competence, Respect, and Fairness will be implemented in human resources policies and procedures consistent with the following operating principles. These principles are interrelated and therefore they must be considered collectively and in a balanced fashion.

ACCOUNTABILITY

- the requirement to be answerable for carrying out our responsibilities in accordance with these human resources values and operating principles



EFFICIENCY

- making the best possible use of human resources, time and money

EFFECTIVENESS

- achieving the expected results

CONSISTENCY

- acting in a similar manner in similar circumstances

ADAPTABILITY

- adjusting to circumstances while encouraging innovation and creativity

SIMPLICITY

- making things as uncomplicated as possible

OPENNESS

- ensuring straightforward and honest communication



ANNEX 7

APPENDIX 6

PARKS IEP STATISTICS AND TARGETS

Parks Canada Agency - INUIT EMPLOYMENT STATISTICS - 2002

Positions Staffed by Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	1	0	0	0	0	0	0	1
Scientific & Prof	1	0	0	0	0	0	0	1
Technical	1	0	0	3	0	2	1	7
Admin Support	0	0	0	1	0	0	0	1
Operational	0	0	0	3	0	0	0	3
Total	3	0	0	7	0	2	1	13

Positions Staffed by Non-Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	4	0	0	0	0	0	0	4
Scientific & Prof	2	0	0	0	0	0	0	2
Technical	2	0	0	4	0	1	0	7
Admin Support	0	0	0	0	0	0	0	0
Operational	0	0	0	2	0	0	0	2
Total	9	0	0	6	0	1	0	16

Positions Currently Vacant

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgm	0	0	0	0	0	0	0	0
Scientific & Prof	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	1	0	1
Admin Support	1	0	0	0	0	1	0	2
Operational	0	0	0	2	0	3	0	5
Total	1	0	0	2	0	5	0	8



Parks Canada Agency - INUIT EMPLOYMENT STATISTICS - 2002

All Positions and Their Location

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	5	0	0	0	0	0	0	5
Scientific & Prof	3	0	0	0	0	0	0	3
Technical	3	0	0	7	0	4	1	15
Admin Support	1	0	0	1	0	1	0	3
Operational	0	0	0	7	0	3	0	10
Total	13	0	0	15	0	8	1	37

Beneficiary Employment by Category and % of Current Staff

	Current # of Staff	Current # of Beneficiaries	Current % Beneficiaries
Executive	1	0	0%
Admin/Mgmt	5	1	20%
Scientific & Prof	3	1	33%
Technical	14	7	50%
Admin Support	1	1	100%
Operational	5	3	60%
TOTAL	29	13	45%

Parks Canada Agency - INUIT EMPLOYMENT TARGETS - 2005

Estimated Positions Staffed by Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	1	0	0	1	0	0	0	2
Scientific & Prof	1	0	0	0	0	0	0	1
Technical	1	0	0	2	0	2	1	6
Admin Support	1	0	0	1	0	0	0	2
Operational	0	0	0	4	0	1	0	5
Total	4	0	0	8	0	3	1	16



Estimated Positions Staffed by Non-Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admi /Mgmt	6	0	0	1	0	1	0	8
Scientific & Prof	2	0	0	0	0	0	0	2
Technical	3	0	0	3	0	0	0	6
Admin Support	0	0	0	0	0	1	0	1
Operational	0	0	0	1	0	0	0	1
Total	12	0	0	5	0	2	0	19

Estimated Positions Vacant

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	0	0	0	0	0	0	0	0
Scientific & Prof	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	1	0	1
Admin Support	0	0	0	0	0	0	0	0
Operational	0	0	0	2	0	2	0	4
Total	0	0	0	2	0	3	0	5

Estimated Total Positions and Their Location

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	7	0	0	2	0	1	0	10
Scientific & Prof	3	0	0	0	0	0	0	3
Technical	4	0	0	5	0	3	1	13
Admin Support	1	0	0	1	0	1	0	3
Operational	0	0	0	7	0	3	0	10
Total	16	0	0	15	0	8	1	40

Estimated Beneficiaries Employment by Category and % of Current Staff

	Estimated # of Staff	Estimated # of Beneficiaries	Estimated % of Beneficiaries
Executive	1	0	0%
Admin/Mgmt	10	2	20%
Scientific & Prof	3	1	33%
Technical	12	6	50%
Admin Support	3	2	67%
Operational	6	5	83%
TOTAL	35	16	46%



Parks Canada Agency - INUIT EMPLOYMENT TARGETS - 2007

Estimated Positions Staffed by Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	4	0	0	1	0	0	0	5
Scientific & Prof	1	0	0	0	0	0	0	1
Technical	2	0	0	2	0	2	1	7
Admin Support	1	0	0	1	0	0	0	2
Operational	0	0	0	4	0	1	0	5
Total	8	0	0	8	0	3	1	20

Estimated Positions Staffed by Non-Beneficiaries

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	4	0	0	1	0	1	0	6
Scientific & Prof	2	0	0	0	0	0	0	2
Technical	2	0	0	3	0	0	0	5
Admin Support	0	0	0	0	0	1	0	1
Operational	0	0	0	1	0	0	0	1
Total	9	0	0	5	0	2	0	16

Estimated Positions Vacant

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuak	Total
Executive	0	0	0	0	0	0	0	0
Admin/Mgmt	0	0	0	0	0	0	0	0
Scientific & Prof	0	0	0	0	0	0	0	0
Technical	0	0	0	0	0	1	0	1
Admin Support	0	0	0	0	0	0	0	0
Operational	0	0	0	2	0	2	0	4
Total	0	0	0	2	0	3	0	5



Parks Canada Agency - INUIT EMPLOYMENT TARGETS - 2007

Estimated Total Positions and Their Location

	Iqaluit	Cam Bay	Rankin	Pang	Kugluktuk	Pond	Qikiqtarjuaq	Total
Executive	1	0	0	0	0	0	0	1
Admin/Mgmt	8	0	0	2	0	1	0	11
Scientific & Prof	3	0	0	0	0	0	0	3
Technical	4	0	0	5	0	3	1	13
Admin Support	1	0	0	1	0	1	0	3
Operational	0	0	0	7	0	3	0	10
Total	17	0	0	15	0	8	1	41

Estimated Beneficiaries Employment by Category and % of Staff

	Estimated # of Staff	Estimated # of Beneficiaries	Estimated % Beneficiaries
Executive	1	0	0%
Admin/Mgmt	11	5	45%
Scientific & Prof	3	1	33%
Technical	12	7	58%
Admin Support	3	2	67%
Operational	6	5	83%
TOTAL	36	20	56%



OCCUPATIONAL CATEGORIES AND GROUPS

Occupational Categories and Groups

Executive	Administration / Management	Scientific & Professional	Technical	Administrative Support	Operational
EX Executive	AS Administrative Services	AC Actuarial Science	AI Air Traffic Control	CM Communications	CX Correctional Services
	CA Career Assignment Program	AG Agriculture	AO Aircraft Operations	CR Clerical and Regulatory	FR Firefighters
	CO Commerce	AR Architecture & Town Planning	DD Drafting and Illustration	DA Data Processing, Office Equipment	GL General Labour & Trades
	CS Computer Systems Administration	AU Auditing	EG Engineering and Scientific Support	OE Operation, Secretarial, Stenographic	GS General Services
	FI Financial Admin	BI Biological Sciences	EL Electronics	ST Typing	HP Heat, Power and Stationary Plant Ops.
	FS Foreign Service	CH Chemistry	EU Educational Support		HS Hospital Services
	IS Information Services	DE Dentistry	GT General Technical		LI Lightkeepers
	MM Management Trainee	DS Defence Scientific Service	PI Primary Products Inspection		PR Printing Operations
	OM Organization and Methods	ED Education	PY Photography		SC Ships' Crews
	PE Personnel Administration	EN Engineering & Land Survey	RO Radio Operations		SR Ship Repair
	PG Purchasing and Supply	ES Economics, Sociology & Stats	SI Social Science Support		
	PM Program Administration	FO Forestry	SO Ships Officers		
	TR Translation	HR Historical Research	TE RCMP Special Group		
	WP Welfare Program	LA Law	TI Technical Inspection		
		LS Library Science			
		MA Mathematics			
		MD Medicine			
		MT Meteorology			
		ND Nutrition & Dietics			
		NU Nursing			
		OP Occupational & Physical Therapy			
		PC Physical Sciences			
		PS Psychology			
		SE Scientific Research			
		SG Scientific Regulation			
		SW Social Work			
		UT University Teaching			
		VM Veterinary Medicine			





NATIONAL PARKS SCHOLARSHIPS

The National Parks Scholarship Trustees are pleased to announce the introduction of the National Parks Scholarships.

The Trustees are actively seeking scholarship applications.

First priority will be given to applicants residing in any of the six communities adjacent to the three Baffin National Parks (Auyuittuq, Quttinirpaaq and Sirmilik National Parks) and who have received recommendations from the Joint Inuit Government Park Planning and Management Committees associated with the abovementioned Parks.

The Trust will present scholastic awards to Inuit under the Nunavut Land Claim residing in the Baffin Region who have demonstrated a strong commitment to learning and intend on continuing their education in the future. Scholarships are usually intended for applicants who expect to work in subject areas related to scientific study or management of National Parks.

The value of the awards will be determined on an annual basis.

Applications will be handled by Kakivak Association and should be submitted by June 1, 2002.

To request an application form or to make any further inquiries, please contact the Administrator of the National Parks Economic Activities Fund at (867) 979-8963 or 1-800-561-0911





NATIONAL PARKS SCHOLARSHIPS APPLICATION FORM

General Information About the Applicant / Personal Information

Name: _____

Present Address: _____

Permanent Address: _____

Telephone #: () _____

Beneficiary #: () _____

Education Information

Program of Study: _____

Major/Faculty: _____

Name of Institution: _____

Address: _____

Duration of Program: _____

Year in Program: _____

Expected _____

Date of Graduation: _____

Educational Institutions Attended

Name: _____

Certification Received: _____

Address: _____

Name: _____

Certification Received: _____

Address: _____



Required Information

General Information

Applicant must attach a statement of general interest and activities, proposed course of study and present intention for future career development (Maximum 500 words)

Transcripts

The applicant must submit official transcripts from the most recent educational institutions attended to Kakivak Association PO, Box 1419 Iqaluit, NU X0A 0H0

References

The applicant must provide names and address of two references who will provide information regarding the applicant's qualifications. One reference should be a person under whom the applicant studied, i.e. a former teacher or principal.

Applicants are strongly encouraged to include recommendations from members of the Joint Inuit Government Park Planning and Management Committees associated with any of the three Baffin National Parks.

Name:

Address:

Telephone#: ()

Name:

Address:

Telephone#: ()

First Priority will be given to applicants residing in any of the six communities adjacent to the three Baffin National Parks (Auyuittuq, Quttinirpaaq and Sirmilik National Parks) and who have received letters of recommendations from the Joint Inuit Government Park Planning and Management



Committees associated with the abovementioned Parks.

I agree to allow Kakivak Association and the National Parks Scholarship Trustees to verify the information provided in this application.

Signature

Date

Applications must be submitted by June 1 by fax or mail to:

Kakivak Association
Administrator, National Parks Economic Opportunities Fund
PO. Box 1419
Iqaluit, NU X0A 0H0
(867) 979-8963
(867) 979-3707 (fax)
1-800-561-0911





Kakivak Association Program Policies

The Nunavut National Parks Scholarship Trust

January 18, 2002

Kakivak Association
Box 1419 Iqaluit, Nunavut X0A 0H0
Tel. (867) 979-0911
Toll Free: 1 (800) 561-0911
Fax: (867) 979-3707

KAKIVAK ASSOCIATION

THE NUNAVUT NATIONAL PARKS SCHOLARSHIP TRUST POLICY

1. Available Program Funding:

- 1.1 As per the Inuit Impact Benefit Agreement (IIBA) for Auyuittuq, Quttinirpaaq and Sirmilik National Parks, Article 9.3.2, Kakivak Association was given the responsibility to establish the Trust.

Upon establishment of the Trust, the Government provided the Trust with a one-time grant of two hundred thousand dollars for the sole purpose of providing scholarships.

- 1.2 The initial capital of two hundred thousand dollars is to remain in constant 1999 Dollars (As adjusted by Statistics Canada information). The initial capital of the Trust Fund will be kept in an investment recognized as authorized or prudent by territorial legislation. Only the income earned from this investment can be disbursed in the form of scholarships.
- 1.3 Additional capital contributions provided by donors will be affixed to the Trust Fund investment.

2. Scholarship Trust Priorities

- 2.1 As per article 9.3.5 of the (IIBA) for Auyuittuq, Quttinirpaaq and Sirmilik National Parks, trustees will give priority to applications for scholarships in the following order:
 - a) a resident of an adjacent community who submits a letter of recommendation from the JPMC;
 - b) a resident of an adjacent community who does not submit a letter of recommendation from the JPMC;
 - c) a resident of a community located in the Baffin region that is not an adjacent community;



- d) a resident of a community in the Nunavut Settlement Area that is not located in the Baffin region and that is located near a National Park;
- e) a resident of a community in the Nunavut Settlement Area that is not identified in Sub-sections (a) to (d);
- f) a resident from outside the Nunavut Settlement Area.

3. Eligible Applicants

3.1 All applicants to the Scholarship Trust must be:

- a) Inuit under the Nunavut Land Claims Agreement.

4. Eligible Use of Scholarships

4.1 Applications can be made to the Scholarship Trust to pursue education or training in any of the following fields or related fields:

- a) Traditional knowledge related to ecology;
- b) Renewable resource management;
- c) Environmental technology;
- d) Administration;
- e) Business Management;
- f) Financial Management;
- g) Human resource management;
- h) Accounting;
- i) Bookkeeping;



- j) Archaeology;
- k) Biology;
- l) Anthropology;
- m) History;
- n) Geography;
- o) Geographic information systems;
- p) Remote sensing; or
- q) Any other field of study approved by the trustees.

5. Roles and Responsibilities of the Trustees

- 5.1** Trustees will ensure that the initial capital of the Trust Fund is maintained in investments that are recognized as authorized or prudent by territorial legislation. For example government bonds or other debt instruments where the capital is not at risk.
- 5.2** Based on the amount of investment income earned from the Trust and recommendations provided by Kakivak Association, Trustees will determine both the value of each scholarship and the number scholarships that will be awarded in each year.
- 5.3** The Trustees will ensure that yearly activities of the Trust will be planned around the school year commencing in September, and as such will adhere to the following schedule:
 - a) Applications to the Scholarship Trust will be reviewed following the submission deadline of June 30 each year;
 - b) All final decisions regarding applications to the Scholarship Trust will be made by August 15 of each year;



- c) By way of awarded scholarships, all net income from the trust will be dispersed no later than September 15 of each year.

5.4 The Trustees will ensure that the Scholarship Trust will be promoted among schools and educational institutions throughout Nunavut to ensure that information regarding the scholarship fund is made available to students, parent groups, guidance counselors, teachers, etc.

5.5 Trustees will review applications made to the Scholarship Trust taking in to consideration the following three key elements:

- a) The candidate's educational accomplishments and current standing;
- b) The candidate's financial situation;
- c) The specific educational program that the successful scholarship be used to support is among the list of fields provided in Article 9.3.4 of the IIBA for Auyuittuq, Quttinirpaaq and Sirmilik National Parks.

6. Roles and Responsibilities of Kakivak Association

6.1 Under the direction of the Trustees for the Scholarship Trust, Kakivak Association will fulfill the following roles and responsibilities:

- a) To invest the capital of the Trust Fund in investments that are recognized as authorized or prudent by territorial legislation;
- b) To promote the Scholarship Trust among schools and educational institutions throughout Nunavut to ensure that information regarding the scholarship fund is made available to students, parent groups, guidance counselors, teachers, etc;
- c) To provide recommendations to the Trustees as to the value



of each scholarship and the number of scholarships that will be awarded in each year based on the amount of investment income earned in that year;

- d) To provide the Trustees with summaries and recommendations of applications made to the Scholarship Trust submitted by the June 30 deadline;
- e) To process all scholarship awards by September 15 of each year.

7. Restrictions on Use of Scholarship Trust

7.1 Each eligible community will be limited to the possibility of receiving one scholarship award per year, unless the Trustees are unable to identify a sufficient number of eligible Inuit applicants from other communities, following the priorities laid out in Section 2.1.

8. Promotion of the Scholarship Trust

8.1 At a minimum Kakivak Association is to:

- a) Run a “Scholarship Advertisement” in the two Newspapers annually;
- b) Run Public announcements on community radio programs throughout the Baffin region;
- c) Send a letter to each Mayor, and request Council assistance in promoting the Scholarship annually;
- d) Provide information regarding the Scholarship Trust to the Department of Education, schools and educational institutions throughout the Baffin region;



9. Performance Targets

9.1 In an effort to distribute scholarship awards the Adjacent IIBA communities and Baffin Inuit as fairly as possible, the Trustees will take into consideration the following:

- a) a fair distribution of awards among Baffin communities, keeping in mind the preference to be given the six communities adjacent to National Parks;
- b) a reasonable balance of female and male scholarship recipients.

10. Other:

10.1 The Kakivak Board has adopted a Conflict of Interest and Disclosures Policy that applies to this and all other Kakivak activities. It has been designed to prevent conflicts of interest on the part of members of the Board of directors and employees of Kakivak in the delivery of this and other Kakivak Programs, and to ensure that Baffin Beneficiaries have access to reporting on Kakivak financial and performance program reporting.

10.2 The Kakivak Board has adopted a Decision Making and Appeals Process that applies to this and all other Kakivak client programs.

The Approvals Process has been designed to ensure timely, fair and equitable access to assistance under this and other Kakivak programs by individuals and organizations to Kakivak program(s). The Appeals Process allows individuals or organizations that are refused assistance to appeal the decision and have it promptly reviewed by a third party to determine whether the refusal was justified, and direct appropriate remedies if and as may be required.



Staffing Approaches for Positions with Parks Canada in Nunavut

Position	Type of Employment	Recruitment Approach	Targeted Group	Area of Competition	Reason	Interview Panel
Positions in the Communities near the Parks						
Operations Clerk	Indeterminate and Term	Public Competition	NLCA Beneficiaries	Competitions will initially be limited to communities near the park being recruited for. If no one is found the competition will be expanded to include all of Nunavut or the position will be staffed on a developmental basis	Local beneficiaries with skills required should be available.	Would normally include the local Chief Park Warden, another representative from Parks Canada and a representative from, or nominated by, the JPMC
Heritage Services / Communications Officer	Indeterminate and Term	Public Competition	NLCA Beneficiaries	Competitions will initially be limited to communities near the park being recruited for. If no one is found the competition will be expanded to include all of Nunavut or the position will be staffed on a developmental basis	Local beneficiaries with skills required should be available and they should have the local knowledge that is required to do the job well.	Would normally include the local Chief Park Warden, the Communications Manager and a representative from, or nominated by, the JPMC
Patrol Person	Term or Seasonal	Public Competition	NLCA Beneficiaries	Competitions may initially be limited to communities near the park being recruited for or the competition may be expanded to include all of Nunavut A Patrol Person will not normally be given a seasonal position until they have worked at least one season as a term.	Local beneficiaries with skills required should be available but a Nunavut-wide competition may be held to increase the pool of candidates.	Would normally include the local Chief Park Warden, another representative from Parks Canada and a representative from, or nominated by, the JPMC
Park Warden	Term, Indeterminate and Seasonal	Internal promotion if current staff member qualified or Public Competition or Parks Canada national internal competition	NLCA beneficiaries working for Field Unit	<ol style="list-style-type: none"> Field Unit (current staff) Parks Canada Nationally Nunavut Residents 	We want to support the careers and development of current staff before looking outside Nunavut. We will look outside when current staff do not yet have the appropriate qualifications and experience.	Would normally include the local Chief Park Warden, another representative from Parks Canada and a representative from, or nominated by, the JPMC

STAFFING APPROACHES

Senior Park Warden	Term, Indeterminate and Seasonal	Internal promotion if current staff member qualified or Parks Canada national internal competition or short-term assignments from elsewhere in Parks Canada	NLCA beneficiaries working for Field Unit	1. Field Unit (current staff) 2. Parks Canada Nationally	We want to support the careers and development of current staff before looking outside of Nunavut. We will look outside when current staff do not yet have the appropriate qualifications and experience.	Would normally include the local Chief Park Warden, another representative from Parks Canada and a representative from, or nominated by, the JPMC
Chief Park Warden / Park Manager	Term or Indeterminate	Internal promotion if current staff member qualified or Parks Canada national internal competition or Public Competition	NLCA beneficiaries working for Field Unit or from Nunavut	1. Field Unit (current staff) 2. Parks Canada Nationally 3. Nunavut Residents	We want to support the careers and development of current staff before looking outside of Nunavut. We will look outside when current staff do not yet have the appropriate qualifications and experience.	Would normally include the Field Unit Superintendent, the Human Resources Manager or Chief of Resource Conservation and a representative from, or nominated by, the JPMC
Summer Student	Summer	Names will be supplied via FSWEP (Federal Student Work Experience Program) or a local competition will be held.	NLCA Beneficiaries	1. Communities near the parks 2. Other communities in Nunavut	Want to give opportunities and work experience to NLCA beneficiaries	Chief Park Warden or Manager
Positions Based in the Nunavut Field Unit Office in Iqaluit						
Field Unit Superintendent	Term or Indeterminate	Internal promotion if a beneficiary staff member has the qualifications and experience required. If not, a national competition	Beneficiary employees of Nunavut Field Unit with experience.	Nunavut Field Unit or Parks Canada nationally.	We want to support the careers and development of current beneficiary staff before looking outside of Nunavut. We will look outside when current staff do not yet have the appropriate qualifications and experience.	Interviews would be done by Parks Canada National or Western and Northern Canada Office staff. May include a rep from NTI

STAFFING APPROACHES

Senior Advisor / Negotiator	Term or Indeterminate	Internal promotion or an Open Competition	Nunavut employees of Parks Canada with experience. Preference given to NLCA beneficiaries.	Nunavut Residents and Parks Canada employees in Nunavut	Ideally a current Field Unit staff member would take on the position but if no one suitable is found then a beneficiary from Nunavut would be most appropriate.	Representative from NTT, Superintendent, Human Resources Manager.
Human Resources Manager	Term or Indeterminate	Internal promotion if a current staff member has the qualifications and experience required. If not, recruitment from inside Parks Canada or an Open Competition	Nunavut employees of Parks Canada with experience. Preference given to NLCA beneficiaries.	Nunavut Residents and Parks Canada employees across Canada	This position requires two important things: knowledge of Human Resources and knowledge of Nunavut and the NLCA. Ideally, a beneficiary with HR experience is needed.	Representative from NTT, Superintendent, Human Resources specialist
Executive Assistant	Term or Indeterminate	Internal promotion of a beneficiary staff member or an Open Competition	NLCA beneficiaries	Nunavut Residents	Beneficiaries with required skills should be available.	Representative from NTT or DIO, Superintendent, Human Resources Manager
Chief of Resource Conservation	Term or Indeterminate	Open and Internal	NLCA beneficiaries	Nunavut and Parks Canada employees across Canada	This position requires a great deal of experience and a high level of education. Experience within Parks Canada is very important.	Representative from NTT or NWMB, Superintendent, Human Resources Manager
Cultural Resources Management Officer	Term or Indeterminate	Open Competition	Preference given to NLCA beneficiaries	Nunavut Residents and Parks Canada employees in Western + Northern Canada	The skills and educational requirements could be filled by a beneficiary candidate from Nunavut but if no candidates are available other Parks Canada employees will be included in the competition.	Representative from NTT, IHT or JPMC, Chief of Resource Conservation, another Parks Canada representative

STAFFING APPROACHES

Data Manager	Term or Indeterminate	Open Competition	Preference given to NLCA beneficiaries	Nunavut Residents and Parks Canada employees in Western + Northern Canada	The skills and educational requirements could be filled by a beneficiary candidate from Nunavut but if no candidates are available other Parks Canada employees need to be included in the competition.	Representative from NTI, DIO or JPMC, Chief of Resource Conservation, another Parks Canada representative
Conservation Biologist	Term or Indeterminate	Open Competition	Preference given to NLCA beneficiaries	Nunavut Residents and Parks Canada employees in Western + Northern Canada	The skills and educational requirements could be filled by a beneficiary candidate from Nunavut but if no candidates are available other Parks Canada employees need to be included in the competition.	Representative from NTI, NWMB or JPMC, Chief of Resource Conservation, another Parks Canada representative
Finance & Administration Manager	Term or Indeterminate	Open Competition	Preference given to NLCA beneficiaries	Nunavut Residents and Parks Canada employees in Western + Northern Canada	It is likely that the skills and educational requirements could be filled by a candidate from Nunavut but because previous Parks Canada financial experience would be very useful, the position would be open to Parks Canada staff also.	Representative from NTI or a JPMC, Human Resources Manager, Superintendent
Administration Assistant (Finance)	Term or Indeterminate	Open Competition	Preference given to NLCA beneficiaries	Nunavut Residents	It is likely that beneficiaries with the required skills would be available.	Representative from NTI or JPMC, Finance Manager, one other Parks Manager
Communications Manager	Term or Indeterminate	Open Competition in Nunavut + Parks Canada in Western & Northern Canada	Preference given to NLCA beneficiaries	Nunavut Residents and Parks Canada employees in Western & Northern Canada	It is likely that the skills and educational requirements could be filled by a candidate from Nunavut but because previous Parks Canada communications experience would be very useful, the position would be open to Parks Canada staff also.	Representative from NTI or a JPMC, Human Resources Manager and Superintendent

STAFFING APPROACHES

Heritage Presentation Specialist	Term or Assignment	Internal Competition for Parks Canada or a term lateral assignment	Preference given to beneficiary staff currently working with Field Unit	Parks Canada employees in Western and Northern Canada	This position will be staffed on an "as needed" basis and will only work on specific projects.	Communications Manager + one other
Trainees	Term or Indeterminate	Open Competition	NLCA Beneficiaries Only	Nunavut Wide	Trainees would only be hired when funding for Article 23 is obtained and the positions would be reserved for beneficiaries	Representative from NTI or a JPMC, Human Resources Manager and/or Superintendent, Supervisor of Trainee

Comments: The information given above outlines how the Nunavut Field Unit intends to proceed with staffing positions as they are created or become vacant. Circumstances may occur where means other than those listed may be employed. For example, it may be appropriate to "Direct Hire" someone. Direct Hire means to hire someone without having a competition. This may be done when a candidate with the skills needed is available at the time but may have found another job by the time a competition is run. Rather than risk losing the person it may be best to 'Direct Hire' them. Or, in an emergency situation when someone is needed immediately, it may be appropriate to "Direct Hire" someone.

ANNEX 7 APPENDIX 10

ALDP PROGRAM MODEL

PARKS CANADA

ABORIGINAL LEADERSHIP DEVELOPMENT PROGRAM

PROGRAM MODEL

Goal

Develop a cadre of Aboriginal Leaders within Parks Canada - a knowledgeable, skilled network of individuals in a variety of functions and levels in the organization. These individuals will serve as role models, enhancing and enriching Parks culture by integrating Aboriginal culture within all facets of our operations. The program's fundamental goal is full-time, long term retention of Aboriginal leaders in the agency.

Background

Parks Canada has legal, fiduciary and co-management responsibilities with Aboriginal groups across Canada. Part of our obligation is the employment of Aboriginal people within our agency.

In 1996/97, supported by the Public Service Commission, the Training in Partnership Program driven by Paul Cormier and the National Training Unit made an important contribution to the recruitment of Aboriginal people into the Warden Service. In this program, candidates were provided with seasonal employment, a special three week training program (Horizons), mentoring and career planning assistance. Over the course of the two year mandate, Training in Partnership saw 30 people participate in the program.

The following is excerpted from the Aboriginal Employment Strategy:

The Leadership Group believes that an expanded program would contribute to Aboriginal officer and manager requirements for future years. An Aboriginal Park Officer Training Program (APOTP) with the following characteristics is recommended.

A national Aboriginal Park Officer Training Program would be targeted at Aboriginal people enrolled in a post secondary education program. A number of Aboriginal students (12+/-) would



be recruited each year into the Program and remain in the Program as long as they perform satisfactorily in their work assignments and as long as they remain in school. They would return automatically to work assignments each year with successful performance and academic advancement. If they receive an unsatisfactory performance evaluation or leave school, they would be out of the program. Those leaving the program could, however, be recruited to other more suitable positions.

Participants would be streamed into specific target functions and their training and education programs would relate to those functions. Part of the Program would also be exchanges with other parks and historic sites, Service Centers and National Office. In cases where specialized training was required - i.e., law enforcement or human resource management - this would be scheduled in the second and fourth years. Part of the training would be exposure to other functions.

Field Units, Service Centers and National Office Directorates would be assigned a specific number of positions in this Program. They would be responsible for paying the salary dollars. A national fund will cover ... costs associated with two national training sessions (in the first and second years of the program).

Training, experience and education would be related to specific target positions. Responsibility for development and delivery of the program would be assigned to a Field Unit Superintendent supported by funded staff resources.

In November 1999 a team from inside the agency was created to work on the development of the proposed expanded program. Employees from across the country, from a wide range of disciplines participated in the initial consultation and the development process. The Aboriginal Leadership Development Program is the result of their work.

It was determined that to effect meaningful advancement of Aboriginal employment goals, it would be in Parks Canada's best interests to focus this



program on the development of Aboriginal leaders within the agency and not concentrate on any one level or function within the organization. This program was not designed as a senior management development tool, but rather the intent was to focus on the development of key leadership skills to enhance the participants' effectiveness, both on a personal and professional level. This would in turn augment the participants' potential opportunities for movement within the organization according to their personal career development plan. Participants will come from inside Parks Canada however field units could put forward candidates from outside the agency. This will enable us to address Aboriginal retention and renewal challenges within Parks Canada.

To date the first year of the program (three weeks in Whitehorse) has successfully been delivered in 2000 and 2001. Last year was the first time that participants from year one and year two of the program were able to meet each other in Whitehorse. This set up an important opportunity for participants to expand and strengthen their network. Since the inaugural training session in Whitehorse, there has been an overwhelming amount of positive feedback on this program and tremendous support for its continuation from both participants, supervisors and those individuals involved in the delivery of the program.

The program was initially funded until March 2002. In the fall of 2001, proponents of the program prepared to go before the executive board to retain further funding. In anticipation of this renewed request for funding a third party review was initiated to determine the overall success of the program. Many of the supervisors, participants and individuals involved in the delivery of the program were interviewed. The outcome of the review was a strong recommendation that ALDP should continue with modifications. In January of 2002, the executive board approved continued funding for ALDP.

The selection of participants continues to be a critical component for the success of both the program and the participants. The effective identification and selection of candidates who have the leadership characteristics and qualities needed to excel remains vital.



Guiding Principles

We believe...

- On going liaison is needed with the Parks Canada Aboriginal Working Group, Aboriginal Affairs Secretariat, Executive Board and Senior Managers and HR.
- communications must take place with: Aboriginal groups nationally through the Aboriginal Affairs Secretariat; local Aboriginal organizations through local Parks Canada management; and Unions, national and local; to share information on the program, its goals and objectives, and to build an effective network for recruitment purposes.
- this program is presented as one tool to assist in addressing EE goals - managers are encouraged to participate and take full advantage of the benefits it presents.
- processes associated with the program must be open and transparent.
- respect for aboriginal culture, communications, values, the principle and practice of sharing and the management of resources is integral to the success of the program.
- training course sessions should take place at or near a park site, and where possible with the cooperation and input of local Aboriginal community (ie: visiting Elder, community visit, Resource Management professional from First Nation or community)

Program objectives

We will reach our goal by achieving the following objectives:

1. Provide leadership training and development to Aboriginal staff (current and new recruits), through Parks produced course (Intro to Parks, Protected Area Management, Leadership - Personal and Professional Development), and on-the-job training (may include: job sharing, job shadowing, mentoring, work exchanges and assignments.)
2. Ensure participants have an individualized career plan to carry them through their development phase with a contract stating goals and responsibilities for both Parks Canada and the participant, coupled with career counselling and planning.
3. Commitment to full time, indeterminate employment.



Delivery Considerations

1. Accountability for the effective delivery and implementation of full range of recommendations of the program will rest with the local Parks Canada Management level and the National Portfolio Manager through business planning and reporting.
2. Intake of 10 - 12 participants per year in all disciplines in Parks with opportunity to network with previous and upcoming groups.
3. Establish linkages to Human Resources, MTP, CAP and other programs.
4. Recruitment will take place at the local level, with national support.
5. Selection criteria will include: existing employees will possess a post-secondary diploma or degree, or be enrolled in or committed to enroll in a degree or diploma program.
6. Participant salary and travel costs are to be borne by the individual parks and sites.
7. Coordination costs are to be funded centrally.

Program Delivery Framework

Framework is based on a four year training cycle and is open for modifications dependent upon individual needs and objectives in training plan. However, it is important to remember that we are developing future leaders within the organization and key messages along with effective personal development are crucial for success.



Year I

- Identification of target positions
- Identification of participants (at field unit level). Marketing of program in Aboriginal communities to identify potential candidates/participants (if using ALDP to address renewal and representation).
- Three weeks core protected areas training (see attached training plan Addendum A)
- If necessary, provide assistance in identifying sources for post secondary funding assistance
- Assignment(s) at site for identified on-the-job training
- End of summer - attend Post Secondary School or, for those who have completed their schooling, (or not yet enrolled) continue in assignment as per individual training plan.

Year II

- Return of 1st year participants (see attached training grid - Addendum A, Year 2)
- Identification of new candidates (for next intake).
- Training - First few days includes overlap of 1st and 2nd year participants to discuss program, establish linkages and encourage networking and “buddy system” (see attached addendums) ... New participants receive same classroom instruction as previous year (with any necessary modifications). First year recruits participate in a 10 day field trip through Yukon and Alaska.
- Assignment to site for remainder of summer
- Assignment for 1st year group will flow from individual training plan and may include: continuation of previous assignment, related assignment in another location, unrelated assignment in same location. Options may be explored for interchange opportunities with Aboriginal organizations, Provincial/Territorial Park or other organization, (must be mindful that the goal is the development of Aboriginal Leaders inside the agency)
- End of summer - participants enrolled in Post Secondary institutions return - those not enrolled continue in assignments as per



individual training plan.

- Creation of personal training plan for new intakes.

Year III

- Cycle continues for new intakes
- Year 3 participants attend the Aboriginal Working Group annual meeting (see attached addendums A or B - inside or outside recruitment)
- Training session for Year 1 and Year 2 groups as per attached addendums
- Assignments for Year 1 and Year 2 groups flow from individual training plan (not a stagnant document - must be reviewed regularly and modified where necessary)
- Continuation of developed networks
- Return to Post Secondary institution where identified

Year IV

- Cycle continues for new intakes and previous year newcomers.
- Assignments for previous year participants flow from individual training plans
- Core training as identified on Addendum A
- Graduation and participants where appropriate move into target position

The program is fairly structured, however it is important to note that the training plans which are developed in Year 1 and reviewed annually, will be tailored to the individual participants' needs. The classroom training is mandatory as it is intended to lay a sound foundation for the longer term leadership development of the individuals on the program



ADDENDUM A

Aboriginal Leadership Development Program - Overview of training and development

Throughout . . .	Year 1	Year 2	Year 3	Year 4
<p>Awareness, Strengthening and Renewal</p> <ul style="list-style-type: none"> -Cultural philosophies -Communication differences within Aboriginal/non-Aboriginal cultures -Aboriginal diversity (a national perspective) - History of Aboriginal peoples in Canada - Wellness and balance - Life skills/Balance - Spiritual, physical and emotional health - sharing / re-discovery 	<p>Parks Canada Policies and Processes <i>1 day</i></p> <ul style="list-style-type: none"> - ALDP info session & introduction <p>Personal Development Phase I <i>4 days</i></p> <ul style="list-style-type: none"> - Communications, - Conflict Resolution - Team work/team building - Leadership skills development 	<p>Personal Development/Leadership Phase II</p> <p>including overlap with next year intake participants.</p> <p><i>5 days</i></p> <ul style="list-style-type: none"> - Advanced conflict resolution - Negotiations - Effective communications - Advanced leadership skills development - Presentations 	<p>Leadership and Personal Development Training</p> <p>Training/course work as identified by manager. May be linked to Management Trainee Program (MTTP)</p> <p>Attendance at AWG AGM.</p>	<p>Leadership Development</p> <p>Managerial Focus</p> <ul style="list-style-type: none"> - Business Planning cycle - Financial Authorities - HR regime - Accountability - Diversity
<p><i>This component occurs throughout the training, not separately. Course content and activities should provide opportunity for sharing and re-discovery, and enhance the development of Personal/Leadership skills as highlighted in Year 3</i></p>				

	<p>Introduction to Protected Areas Management Generic - not Parks Specific <i>two weeks</i> - natural resources - cultural resources - natural protection/conservation- an Aboriginal perspective</p>			<p>Graduation Ceremony and Celebration</p>
	<p>Work Experience <i>5 - 8 weeks</i> Career counselling Development of career plan</p>	<p>Career plan review Work experience according to plan (continuation of previous year assignment or new function to round out experience)</p>	<p>Career plan review Assignment to another location or function (may not be necessary - would be according to career plan)</p>	<p>Career plan review Assignment options: - return to first assign. - continue on second assign. - new assign/new function or location</p>

ANNEX 8

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

Inuit Employment Plan

TABLE OF CONTENTS

1. INTRODUCTION	207
2. Client Service Unit for Nunavut - Role	207
3. Human Resource Administration	208
4. Representative Analysis	209
5. Inuit Representation in PWGSC	210
6. Employment Target Levels	210
7. Pre-employment/Recruitment/Retention	211
8. Commitment	212

INTRODUCTION

Public Works and Government Services Canada(PWGSC) Client Service Unit for Nunavut(CSU 18)

PWGSC, specifically, the Client Service Unit for Nunavut is dedicated to implementing the Inuit Employment Plan collaboratively with its federal partners and NTI. The CSU is committed to making a best effort in achieving Inuit employment targets identified later in this annex. Although there is an understanding that there are legal fulfillment's to be met, the methodology to meet these targets will be value based. We feel that this is the best approach and that there is a real potential in the long term to meet and exceed the NLCA inuit employment targets in our organization.

Client Service Unit for Nunavut - Role

The CSU functions as custodian, project manager, advisor, agent and other roles as required to manage federal real property, designs, studies, transportation of goods, and construction contracts.

Some of the properties currently managed by the CSU include the following;

- Qimugjuk Building or GOcb(Government of Canada building),
- Canadian Coast Guard Building,
- Department of National Defence Facilities, Forward Operating Location,
- Arctic Ice Patrol Bunkhouse,
- 52 Crown housing units.

Projects managed by our Client Service Unit include but are not limited to the following:

- Office fit-ups,
- Construction of new GOC facilities,
- Maintenance plans for new assets,
- Market Analysis,
- Environmental Assessments and clean-up,
- Real Property Leasing (Office and Housing leases),
- Tenders and Contracting.



In order to carry out our role, FTE's(Full Time Employee's) are required at the local level and Nationally for technical or specific expertise. The current organization of the office is structured in order to achieve a cost effective, yet responsive team to meet our client requirements. For example, the CSU office in Iqaluit does not have an Architect on staff. The requirements for Architectural services are only required on an as-and-when needed basis. When this need arises, the CSU is able to call on the COE(Centres of Expertise) to retain architectural services from PWGSC nationally. The majority of the CSU staff in Iqaluit perform an operational role in maintaining properties. Position's ranges from clerical to management and there are 9 positions in total. The inuit representation level is at 56% and the breakdown is shown under the representative analysis heading on page 6.

Human Resource Administration

The majority of Human resources or FTE's required to maintain the Client Service Unit are obtained from the PWGSC Centres of Expertise. The COE's assign technical staff or specialist's to the client service unit as required.

The resources can be assigned to CSU's for short period's or longer terms depending on the specific requirements. The positions are typically staffed from within an existing pool of resources. The current practice of resource assignments from COE's limits the ability of the Client Service Unit to hire directly from Nunavut.

The Client Service Unit for Nunavut is looking at ways to streamline the process of staffing in Nunavut and will be requesting from headquarters an exemption from current HR practices to allow for the local office to manage it's own HR hiring process. The practices used by HRDC(see HRDC Annex) appear to be the most likely method for the client service unit to adopt due to the similar size and current representation of inuit in the organization.



Representative Analysis

Description

In the area of this analysis, the intention is to show past representative levels, growth of the same to present and finally to show the targets for future representative levels. It is important to note that the targets are flexible due to staff turnover/attrition. The goal however will remain for attempting to hire inuit in filling vacant positions.

As stated in the Introduction, it is understood that the representative level of Inuit in government is a legal requirement and our Client Service Unit will strive to meet the target levels. Also stated earlier, we will strive to meet the target levels through a values based approach and understanding.

Past Representative Levels

In 1997, the Client Service Unit was a small office with only 4 FTE's required to operate in the geographic area of Nunavut. The representative level was 50%. The positions occupied by Inuit at this time was at the operational level(laborers). The other positions that were occupied at this time was for a property manager and a clerk.

Current Representative Levels

The Client Service Unit for Nunavut has grown from 4 personnel in 1997 to 9 in October 2002. Of the 9 staff, 5 are inuit. This represents a small growth of inuit representation at 6% to 56% in 5 years. Although the rate of growth does not appear to be significant the levels/classifications where inuit are hired into the organization is significant. Below is a summary of the change in inuit representation compared to the 1997 data for the CSU.

- There were no inuit senior managers in 1997. There now exists an inuk director overseeing the operations in Nunavut.
- The number of property manager positions have grown from 1-2 and 1 of these positions is filled by an inuk.
- 3 new administrative classifications have been allocated to Nunavut and 1 of these positions is filled by an inuk.



**INUIT
REPRESENTATI
ON IN PWGSC:**

The spreadsheet below shows the categories of positions compared to current # of staff and current representative numbers including a percentage breakdown.

Category	Current # of Staff	Current # of Inuit Staff	Current % of Inuit Staff
Executive	1	1	100%
Admin/Man	5	2	40%
Scientific/Prof.	0	0	0%
Technical	1	0	0%
Admin. Support	2	2	100%
Operational	0	0	0%
Total	9	5	56%

**TARGETS FOR
INUIT
EMPLOYMENT
FOR 2005, 2007:**

2005 TARGETS

Category	Current # of Staff	Current(Target) # of Inuit Staff	Current % of Inuit Staff
Executive	1	1	100%
Admin/Man	5	2(3)	40(60)%
Scientific/Prof.	0	0	0%
Technical	1	0	0%
Admin. Support	2	2	100%
Operational	0	0	0%
Total	9	5(6)	56(66)%



2007 Targets

Category	Current # of Staff	Current(Target) # of Inuit Staff	Current % of Inuit Staff
Executive	1	1	100%
Admin/Man	5	3	60(80)%
Scientific/Prof.	0	0	0%
Technical	1	0(1)	0(100)%
Admin. Support	2	2	100%
Operational	0	0	0%
Total	9	6(7)	66(78)%

Note:

The current header is the anticipated #'s for 2007 if 2005 targets are met

Pre-employment/Recruitment/Retention

In order for the Inuit Representation to remain at current levels and to grow, attention will have to be focused on Pre-employment /Recruitment/ Retention. Current initiatives for PWGSC do not exist for pre-employment training. This needs to be addressed and will be put in the workplan for the director of the CSUD.

Current recruitment practices are through an internal HR system and are applied through a centralized HR department. This role will be turned over to the local office in 2003 and there will be opportunities to change the way we recruit in Nunavut through exemptions from current standards.

PWGSC will be in consultations with other departments to help develop an applicable system for recruitment practices for Nunavut.

Retention tools and methods need to be developed to ensure that we are able to maintain a representative level workforce. Currently, there are no



systemic barriers in housing allocations that create retention problems for other departments. Currently, the inuit staff that are with PWGSC that were hired in 1997 and prior are still with the department. This success is a direct result of training and promoting positions. This method will be maintained as required. Development and implementation of long term career plans will be developed to assist in the area of retention and job satisfaction.

Commitment

PWGSC is committed to achieving inuit representative level employment in Nunavut. The CSUD will review the Annex each year an update as required. This Annex will be submitted to the PWGSC HR department for review and file so that it may be used for reference and decision making on HR requirements in Nunavut.

