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Building *Nunavut* Together  
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Bâtir le *Nunavut* ensemble



## Human Resource Strategy 2014-2018

# GN Human Resource Strategy

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## 2014-2018

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# Introduction

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## A Strong and Sustainable Public Service

The Government of Nunavut is committed to a strong and sustainable public service that is representative of the territory's population. Sivumut Abluqta, the Fourth Assembly's mandate, recognizes that the public service has a vital role in enabling and supporting:

- Self-reliance and optimism through education and training;
- Healthy families through strong and resilient communities;
- Economic growth through responsible development across all sectors; and
- Good government through wise use of our resources.

A strong public service is made up of skilled and committed people who are motivated to contribute to a positive future for Nunavut. To be sustainable and fully effective, the territory's public service must attract and retain increasing numbers of Nunavummiut to work in government roles.

The GN Human Resource Strategy (HR Strategy) builds on the ongoing efforts of the GN to build the capacity and capability of our employees and our organizations. It supports the vision of a representative public service that is skilled and engaged in effective, efficient and economical delivery of programs and services that enable Nunavummiut to live healthy and productive lives.

## Our Human Resource Strategy

Over the past several years, we have revised and modernized many of our human resource management policies and directives. We have also developed strategies and action plans to build capacity and strengthen management of the public service workforce in areas that include:

- Inuit employment,
- Inuit Societal Values (ISV),
- Recruiting and staffing,
- Training,
- Career development,
- Leadership development, and
- Performance management.

The GN recognizes the need to integrate, align and prioritize these ongoing efforts to ensure a fully effective public government with a representative public service. The HR Strategy identifies the priority areas for action that central agencies, departments and territorial

corporations will take during 2014-2018 to ensure that Nunavut's public service workforce can respond to current and future challenges and opportunities. It is a living document that will be refreshed every four years and reported on annually to enable proactive planning and capacity-building.

Our HR Strategy is based on best practices demonstrated by other territories and provinces in Canada, all of which have human resource strategies or plans.

### **A Message from the Deputy Heads**

We are pleased to present the Government of Nunavut's HR Strategy. The strategy supports the Fourth Assembly's Mandate, Sivumut Abluqta, which calls for a strong and sustainable public service. Skilled people and strong leaders are needed to provide programs and services that enable Nunavummiut to live healthy and productive lives.

We have a strong public service that can attract and recruit the people with the knowledge and skills to take on roles in our territorial government. Our public service provides opportunities for Nunavummiut to enter, develop and advance in those roles, in a respectful and supportive work environment.

The HR Strategy sets out goals, priorities and actions that will:

- Continue to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensure that all government departments and public agencies work actively towards enhanced Inuit employment; and
- Continue to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in government.

As Deputy Heads, we recognize that it is sometimes difficult for our employees to gain access to training because of our vast geography and our limited capacity. We also recognize that lack of training can reduce efficiency, get in the way of customer service and limit career advancement. These are real and persistent challenges. We must always be mindful about wise use of our resources – both financial and human. This HR Strategy helps us set priorities collectively and individually to focus our resources and our efforts.

Many of the actions in the HR Strategy require our central agencies to design new programs, establish policy or develop tools in advance of implementation. Some of these are already in progress; others are planned. However, programs and policies will not get us where we want to go as a public service. It is only through our use of the many tools available to us that we will achieve our goals. We are committed to implementing the actions set out in this strategy in our

departments, and to working together to achieve the goals. As Deputy Heads, we will review progress reports from Finance and Executive and Intergovernmental Affairs, other departments and territorial corporations as they are submitted. We are all accountable for the success of this strategy.

In the busy workplace, it is easy to focus on what remains to be done, without recognizing all that we accomplish each day. We who choose to work in the Government of Nunavut play a vital role in the lives of our families, our friends, our communities, our young territory, and the nation. Let us make good use of this HR Strategy, stepping forward together to address challenges, take advantage of opportunities, and enable a strong and sustainable public service for the benefit of Nunavummiut.

## Guiding Principles

From its creation in 1999, Nunavut's government has been guided by Inuit societal values. We will continue to respect these principles in developing and implementing our HR Strategy:

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

# Trends Shaping Our Public Service

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## Skills for Today

Nunavut is not alone in its challenge of ensuring that the public service is staffed by sufficient people with the right knowledge and skills for the jobs they are doing. All provinces and territories in Canada report the same thing. Most are concerned about an aging workforce and competition from other employers for well-educated people. Job-seekers with skills have many options, and may not be aware that work in the public service can be varied, meaningful and rewarding. Human resource strategies across Canada are focused on attracting and retaining the next generation of public servants in a competitive labour market.

Our challenge is a little different. The Government of Nunavut is the largest employer in the territory. With an average age in the mid-40s, our public service workforce is younger than that of other jurisdictions. The territory's labour force is under-developed, however. Education attainment among adults in Nunavut is significantly less than that for the adult population of Canada as a whole. As a result, we must compete with employers throughout the territory, the country and beyond to attract people with the knowledge and skills needed for many positions.

Staffing capacity remains a challenge in the GN. As of December 2013, there were 4,307 positions in departments and territorial corporations. Capacity was 76 percent, unchanged from the previous year at 77 percent. This number does not include casual employees. Over the past several years, annual turnover rates have ranged from 10 to 15 percent for positions in senior management, excluded and Nunavut Employees Union pay groups.

The HR Strategy includes actions to position the GN as an attractive employer to job-seekers within and outside the territory. It emphasizes providing young Nunavummiut with opportunities to experience employment in the public service. The strategy also reinforces our continuing commitment to provide education and training opportunities for all employees.

## Leaders for Today and Tomorrow

Public sector leadership is becoming increasingly complex as relationships evolve among the levels of government and with the private sector. Difficult socio-economic problems in all jurisdictions require stronger policy and problem-solving skills as well as the ability to work effectively across organizational boundaries. Nunavut is no exception. Our public sector leaders require skills to work collaboratively with a variety of partners to address the territory's challenges and realize its potential.

Along with the Federal government, all territories and provinces in Canada are investing in the development of public sector leaders to respond to today's challenges as well as to prepare for an anticipated wave of retirements.

Retirement potential among senior management in the GN is comparable to that in other jurisdictions and in Canada as a nation. In August 2014, approximately 25 percent of all incumbents in senior management and executive positions were eligible for retirement within 5 years; this included 8 percent that are eligible immediately. The retirement potential is highest among Deputy Heads and directors, some of whom have been with Nunavut since it was created. On average, beneficiaries in the GN are younger than our workforce as a whole. As a result, beneficiaries are less likely to retire soon than non-beneficiaries in all levels of management.

The HR Strategy provides new career development supports for beneficiaries with potential and interest to be developed as managers and leaders in the GN. It also establishes a comprehensive new leadership development program for all emerging managers, supervisors and senior managers.

## **A Representative Public Service for the Future**

Several territories and provinces in Canada have expressed the goal of becoming a public service that is more representative of the jurisdiction's population. None has set such an ambitious target or formalized the goal in the way that Nunavut has done in Article 23 of the Nunavut Land Claims Agreement (NLCA).

An efficient and effective public service requires skilled employees who can enable achievement of the government's goals and objectives. This means the GN must hire people who have acquired the necessary qualifications or who have the educational foundation, including literacy and numeracy, that is needed to develop skills and knowledge through on-the-job training.

In 2011, Statistics Canada conducted the National Household Survey (NHS) for the first time. The NHS is designed to collect social and economic data about the Canadian population, with a focus on small geographic areas and small population groups. Data from the 2011 NHS show that among working-age adults aged 25 to 64 who self-identified as "aboriginal" in Nunavut:

- 59 percent had not completed high school and did not have any postsecondary certificates, diplomas or degrees;
- 12 percent had a high school diploma or equivalent; and
- 29 percent had a postsecondary credential, including only 2 percent with a university degree at the bachelor's level or above.

In contrast, 47 percent of non-Inuit adults in Nunavut had a university degree.

While the number of beneficiaries employed in the GN is increasing, Inuit employment in the GN is not growing at the same pace as the GN workforce itself. Inuit are well-represented in the administrative support and paraprofessional occupations but are underrepresented in the professional and management occupations that require more formal education and training.

The GN continues to be committed to our role in implementing the NLCA and continues to work towards becoming a representative public service. We cannot achieve this important goal without the support of partners in the education and adult training sectors and the involvement of communities, families and students to improve education outcomes for young Nunavummiut.

The HR Strategy emphasizes initiatives to bring more qualified beneficiaries into the GN early in their careers and to develop them into skilled public administrators and future leaders.



# Overview of Goals and Priorities

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## Goals

The HR Strategy identifies four goals to continue strengthening Nunavut's public service. Most of these goals are long-term; it will take actions across multiple strategies for us to attain them fully.

### Goal 1: A Base to Build On

*We are continuing to build the foundation we need.*

### Goal 2: Skilled People

*We are attracting, developing and retaining skilled people.*

### Goal 3: Strong Leaders

*We are growing strong and effective leaders.*

### Goal 4: A Respectful Workplace

*We are creating a healthy and respectful work and service environment.*

## Priorities 2014-2018

We will achieve our strategic goals by focusing our attention on a few key areas. Five priorities will guide our actions during the four-year period of this HR Strategy:

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

## Goals and Priorities Drive Actions

The goals set direction by describing what the HR Strategy is intended to achieve in the long-term:

- A Base to Build On,
- Skilled People,
- Strong Leaders, and
- A Respectful Workplace.

The priorities focus attention and effort from 2014 to 2018. Together, the goals and priorities drive actions to be taken by central agencies, departments and territorial corporations. As the diagram below shows, only some of the priorities are applied to achieve a particular goal:



The next sections of the HR Strategy describe:

- The priorities for action during 2014-2018; and
- The goals and the specific actions that are planned in each priority area related to the goal.

The final sections provide:

- A summary of goals, priorities and actions; and
- An overview of the approach to implementation, including a summary action plan, roles and accountabilities, and indicators of progress.

# Our Priorities for Action

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## Priorities 2014-2018

The HR Strategy addresses four goals: A Base to Build On, Skilled People, Strong Leaders and A Respectful Workplace. We will achieve these strategic goals by focusing our attention on a few key areas. Five priorities will guide our actions during the four-year period of this HR Strategy:

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

### Increasing and enhancing Inuit employment in the GN

The GN continues to work towards meeting our obligations under Article 23 of the *Nunavut Land Claims Agreement*, which calls for a public service that is representative of Nunavut's population. We will continue to focus efforts on improving educational outcomes in the territory and on encouraging Nunavummiut to acquire the knowledge and skills needed for technical, professional and management positions in the public service.

Inuit employment is lowest in professional and senior management positions. We are investing in new programs to bring more qualified beneficiaries into the GN early in their careers and to develop them into skilled public administrators. In addition, we are enhancing programs to develop the competencies of Inuit leaders in the public service. We will monitor our progress and review Inuit employment programs and initiatives on a cyclical basis to ensure that they are yielding the expected outcomes.

### Recruiting the skilled people we need

The goal of recruiting and staffing is to find and hire the right person to do a particular job. Recruiting can be active, reaching out to people with specific characteristics to invite application for a job or a development opportunity – or it can be passive, responding to applications as they come in. Recruiting and staffing are process-intensive activities, with policies and directives to guide decision-making and ensure integrity in hiring.

The GN is committed to ensuring an effective public service through fairness and transparency in the staffing process because, we believe, a positive experience will encourage enduring commitment on the part of the newly-hired employee and the employer.

We will strengthen programs to attract and recruit the skilled people we need in the public service. Some of these programs will also enable Inuit employment objectives by providing more opportunities for young Nunavummiut to experience government work early in their careers or while they are completing their education.

### **Engaging and developing employees at all levels**

Employers in all sectors recognize that ownership for career development resides with the individual. Employees who show initiative and work hard to develop their skills are typically viewed as having greater potential than those who wait to be offered training, or who do not recognize the need for continuous learning. It is important that information about competencies, career paths and specific opportunities be made widely available so that employees can determine what they need to do to succeed in their current roles and to progress in their careers.

The GN is particularly concerned with building capacity in the public service. Various orientation and skills-based training programs are available to employees, with offerings in Iqaluit, regional centres and selected communities. At more senior levels, employees are encouraged and supported to attend executive development programs or to take education leave to gain academic credentials. To date, however, training and career development have been focused on the individual's needs rather than on the longer-term interests of the public service.

We are beginning to think about training and development as part of a larger talent management process that includes inter-related tools and practices for performance management, learning and development planning, career planning, and succession planning. Guided by a Leadership Development Framework that was developed in 2013-2014, we are focusing on critical leadership roles and high potential individuals with an emphasis on career paths from professional to management and leadership roles.

### **Enhancing client service**

GN employees provide services to external and internal clients. External clients are those beyond the boundaries of the public service; internal clients are those within the public service.

Excellence in the delivery of services to external and internal clients depends on employees with the knowledge, skills, tools, and language capabilities to do the job. Departments will continue to provide the job-specific training that is needed for effective customer service.

Nunavut recognizes three official languages: Inuktitut, English and French. Legislation defines specific obligations for government to provide services to members of the public in the official language of their choice. We are committed to ensuring that our employees are equipped to provide superior client service through improved tools and training in Inuktitut.

## Improving workforce data for planning and decision-making

Meaningful and accurate data on the public service workforce is required to:

- Describe accurately specific challenges and opportunities related to the workforce;
- Develop models to forecast changes in workforce composition (e.g., through retirement eligibility and other patterns of turnover);
- Target known skill gaps or demographics with actions that will make a real difference; and
- Assess the outcomes of actions taken.

The GN's database of personnel records, ePersonality, enables collection of basic information on our workforce, including gender, age, beneficiary status, years of service, type of employment, current employment status, compensation group, salary, and leave records. It is not currently configured to track or analyze other key information about employees, such as level of education, training programs attended or career history. While departments can identify specific skill shortages and hard-to-fill positions, we continue to be constrained in our ability to conduct government-wide analyses of workforce skills gaps and potential.

We will continue to make incremental improvements in the availability of workforce data for planning and decision-making.

# Goal 1: A Base to Build On

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## We are continuing to build the foundation we need

The GN is continuing to strengthen and enhance our human resource management policies, practices and tools. We expect to attain this foundation-building goal within the period of this HR Strategy, unlike the longer-term goals of Skilled People, Strong Leaders and A Respectful Workplace.

## Priorities 2014-2018

Nunavut's *Public Service Act* (PSA) was revised in 2013-2014 to modernize the management of the public service. We are now updating staffing policies and directives to reflect changes in the legislation. These improvements are fundamental to an efficient and effective public service as well as to fairness and transparency in staffing, management of people and career advancement.

We are continuing to enhance the tools we use to manage workforce information and to plan ahead in order to ensure that we have enough people with the necessary skills to achieve our objectives.

Over the next four years, we will improve human resource management policies, processes and tools to assist in:

- Increasing and enhancing Inuit employment in the GN,
- Recruiting the skilled people we need,
- Enhancing client service, and
- Improving workforce data for planning and decision-making.

## Increasing and enhancing Inuit employment in the GN

### *Maintain Inuit Employment Plans*

All departments currently have Inuit Employment Plans, updated annually and reported to Nunavut's Legislative Assembly through the business planning process. Starting in 2015-2016, our territorial corporations will also maintain Inuit Employment Plans and report on them annually.

## Recruiting the skilled people we need

### *Revise the Staffing Manual*

The Staffing Manual is now being updated to reflect changes in the legislation. During 2014-2015, directives and guidelines will be established for new provisions under the PSA, including

transfer assignments, criminal records check, and staffing appeals for excluded and senior management positions. Directives and guidelines for internal and restricted competitions will be implemented in 2015-2016.

### ***Review and improve the interview process***

The GN currently relies on behavioural descriptive interviewing techniques as a key part of the process to assess job candidates. Candidates who are familiar with the technique and who are well-prepared to tell stories of their accomplishments are more likely to have successful interviews.

We will provide training to interview panel members on the use of behavioural descriptive interviewing techniques that lead to a less structured, more conversational interview. We will also explore the use of a review of a portfolio of prior completed work as a candidate selection tool for 2015-2016.

### ***Review housing options for GN employees***

The GN has identified the need for a more complete housing continuum in Nunavut to ensure the housing needs of all Nunavummiut are met. We recognize that each community has specific needs and capacity challenges. As we develop the implementation plan for the GN's Long-Term Comprehensive Housing and Homelessness Strategy, we will explore housing options for GN employees. We will focus on how to meet our recruitment and retention requirements, while at the same time providing bridges for employees to enter the private market.

## **Enhancing client service**

### ***Establish departmental staffing plans***

Beginning in 2015-2016, Finance's Staffing Division will work closely with departments to develop a proactive recruitment and staffing plan. The three-year plans will focus on vacancy management and tactics to address hard-to-fill positions.

### ***Continue to improve the staffing process and outcomes***

The GN has established standards of service measures for each stage of the staffing process to improve efficiency and decrease time to hire. These service measures are currently monitored informally. In 2015-2016, the staffing database will enable tracking of each competition and more rigorous monitoring of service standards. The data will help to predict time-to-hire based on type of job and geographic location.

In 2015-2016, Finance's Employee Relations and Job Evaluation Division will establish a repository for job descriptions to improve consistency and enable tracking of positions and organizational structures.

*We're making progress...*

***We have improved the job postings website***

A new job postings website was launched in March 2014 to provide improved job searching options. The website lists every job available in the Government of Nunavut in every department and every community. Each listing includes information on the job and the job requirements. A user-friendly interface to the website will improve the accuracy of job postings.

Further improvements to the website are planned, including tips to help job seekers apply for jobs and be successful in competitions and information on life in Nunavut to assist in attracting job applicants from elsewhere.

***We are increasing efficiency through electronic workflow***

Over the next several years, electronic workflow will continue to increase efficiency and productivity in employee services. The simplification of processes is improving services for employees.

## **Improving workforce data for planning and decision-making**

***Improve departmental workforce planning by gathering workforce data***

Sivumut Abluqta states that the government will undertake a review of some programs to determine what is working well, what needs improvement, and what we should stop doing in order to focus our resources on enabling Nunavut's success. Data collection will allow departments to analyze information on how many people they need, with what qualifications and skills, to deliver their programs and services and to meet program objectives. Accurate data will support vacancy management, the identification of hard-to-fill positions and the development of departmental staffing plans.

***Upgrade ePersonality***

ePersonality is the GN's database for workforce information. It is used primarily for payroll purposes. A modern Leave and Attendance Module will be piloted in ePersonality in 2014-2015. This will improve the accuracy and availability of data for all employees and their managers, as well as the timeliness of payments. In addition, we will be exploring the functionality of existing ePersonality modules for Recruiting, Training and Development, Labour Relations, and Health and Safety. Implementation plans and timelines will be developed as appropriate.



# Goal 2: Skilled People



## We are attracting, developing and retaining skilled people

Competition for skilled people is fierce in every part of Canada. People with a good education can choose to work in many sectors, and can move anywhere in the country for the kind of work and lifestyle that appeal to them. The first step in attracting skilled people is to develop awareness of the public service as a place to have an interesting, challenging and rewarding career. Key to success is building pride in the public service among current employees, so that they will tell their families, friends and communities about their work in a positive way.

Nunavut's remote geography and limited labour market are complicating factors. The GN continues to rely on skilled workers from outside the territory, particularly for scientific and technical, professional and senior management roles. While some make a long-term commitment to living and working in Nunavut, many leave after only a few years in the public service. This creates several challenges for us:

- Managing turnover and vacancies, particularly for hard-to-fill positions;
- Ensuring that knowledge is transferred efficiently on hire and prior to exit; and
- Providing less-experienced Nunavummiut with a stable work environment and committed managers, coaches and mentors who will develop their knowledge and skills over time.

## Priorities 2014-2018

We are placing more emphasis on attraction and targeted recruitment, as well as on efforts to remove disincentives to candidates' acceptance of job offers.

We recognize the value of early employment experience in helping students to identify potential career paths, develop a strong work ethic and establish relationships with role models in the workplace. We will expand our range of student employment programs to enable more young Nunavummiut to explore employment in the public service, encourage further education and promote self-reliance. Priority is given to beneficiary applicants for student employment programs.

Like other jurisdictions in Canada, we are facing the approaching retirement of long-serving employees. Ongoing training and career development will prepare younger employees for greater responsibility and for some, the opportunity to become tomorrow's public service managers and leaders.

Over the next four years, we will focus on:

- Increasing and enhancing Inuit employment in the GN,
- Recruiting the skilled people we need, and
- Engaging and developing employees.

## **Increasing and enhancing Inuit employment in the GN**

### ***Enable on-the-job training through under-filling a position***

Many motivated beneficiaries have some but not all qualifications or work experience required for entry-level paraprofessional and professional government jobs or for supervisory roles. Starting in 2016-2017, we will enable an existing, vacant position to be under-filled at a reduced salary by a minimally-qualified beneficiary who will participate in planned, on-the-job training to gain the full knowledge, skills and experience required for the position. Priority will be given to hard-to-fill positions in decentralized communities.

### ***Promote beneficiary role models***

The GN has many successful beneficiary employees in positions across the territory who could be positive role models for job-seekers, building the awareness of the rewarding and varied career opportunities provided in the public service. This promotional campaign will feature a brief, positive description of an employee and what they are responsible for on a poster, in a brochure and/or on the GN career website. It will provide recognition to the featured individual and encourage pride in all public service employees. The campaign will be launched in 2015-2016 to complement other efforts to promote the GN as an attractive employer. Hard-to-fill and under-represented positions will be featured.

We will use materials from the Beneficiary Role Model Campaign as part of a broader career awareness campaign to emphasize the importance of having career aspirations and the value of successfully completing secondary and post-secondary education to enable employment and self-reliance.

## **Recruiting the skilled people we need**

### ***Broaden career experience***

On-the-job experience is a highly effective way to develop people and realize potential, particularly in professional and management roles. The Career-broadening Program will be launched in 2015-2016 to provide talented employees with an opportunity to broaden their range of work experience through a series of transfer assignments, aligned to an individual training plan. The program will enable participants to apply demonstrated knowledge and skills in a new context in order to gain perspective and career experience.

### ***Expand student employment opportunities***

Early employment experience helps students to develop a strong work ethic, identify potential career paths of interest and build valuable connections. We will expand our student employment programs to enable more young Nunavummiut to explore work in the public service and encourage self-reliance.

The Summer Student Employment Equity Program (SSEEP) currently provides opportunities for Nunavut students to gain work experience in the GN. We will broaden this program in 2015-2016 to provide work experience in non-decentralized communities.

### ***Expand co-op programs***

We will develop guidelines for departments that want to develop their own cooperative arrangement, also known as a co-op program, for students enrolled in studies that are aligned with the GN's needs. In addition to gaining experience with the GN as a potential employer, students from the co-op program would be better-prepared to compete for a public service job upon completion of their studies. The guidelines will be available for use in 2015-2016.

### ***Provide apprenticeship opportunities***

Nunavut has a growing need for skilled trades people. We are currently drawing on labour markets outside the territory to meet this need. Certification in a trade will provide Nunavummiut with many job opportunities, including opportunities in GN departments and territorial corporations. Over the period of the HR Strategy, Family Services and Community and Government Services will take the lead on identifying opportunities to attract and hire trades apprentices in the skilled trades that the GN requires.

### ***Raise the profile of the GN as an attractive place to work***

The GN competes for skilled workers with other employers within and outside the territory. In order to recruit and retain qualified employees, the GN must be viewed as an attractive employer or "employer of choice" by job-seekers in Nunavut and elsewhere. In our recruitment efforts, we will actively promote factors that contribute to a positive perception of the GN as an employer, including compensation, benefits, professional development opportunities, and flexible work arrangements such as a compressed work week and job-sharing.

We are reviewing and improving the materials we provide to job-seekers, including resource materials to assist with résumé writing and interview preparation. We are also refreshing the Nunavut information packages for new hires from outside the territory. These will be available in 2015-2016.

We will continue to attend career fairs and trade shows to raise awareness of GN job opportunities. We will also design a recruitment campaign specifically to raise awareness of GN jobs and job training opportunities within the territory. This will include a recruitment tour of

Nunavut communities to attract qualified, mobile beneficiaries, perhaps during pre-planned events such as community economic development weeks. This recruitment campaign will be launched in 2015-2016.

*We're making progress...*

### ***Student employment programs provide work experience***

The **Summer Student Employment Equity Program (SSEEP)** is designed to provide opportunities for Nunavut students to explore different types of work and to gain meaningful job experience in the GN. Each year, departments identify the communities where they would like to have one or more summer student. In 2013-2014, a total of 153 students worked in GN offices in 15 communities. Priority is given to beneficiary applicants.

The **Sponsor a Student Program** enables senior high school students to gain academic credits for participating in GN work placements as part of their schooling. The program is designed so that a student works part-time in a GN workplace for a semester to gain experience in the field and perhaps assist in planning a career path and preparing for post-secondary education.

### ***Co-op programs help to attract new graduates to GN***

Co-op programs provide post-secondary students with academic credits and meaningful work experience in their field of study. Nurses have opportunities to work at Qikiqtani General Hospital; engineers from Manitoba work with Community and Government Services in Rankin Inlet; and teachers have practicums in schools across the territory.

## **Engaging and developing employees**

### ***Offer a new Mentorship Program***

An internal Mentorship Program was designed and initiated in 2013-2014. During 2014-2015, ten mentors and ten mentees will participate in a pilot test to ensure the program and its supporting tools are effective and meet the needs of participants. After a thorough evaluation, this new Mentorship Program will be available at no charge for all GN employees across Nunavut in 2015-2016.

### ***Review the Financial Internship Program***

This program, started in 2003, builds financial management capacity in the public service by training employees in the Department of Finance for management and professional accountant positions. Twenty-three individuals have been hired in the program since it started in 2002. We will conduct a review of this program in 2015-2016 to identify potential improvements and to determine whether or not it should be made available to employees across the GN.

*We're making progress...*

***We are continuing to provide training, development and education opportunities***

Training and development opportunities are available to all GN employees. Internal resources deliver many of the short courses and workshops designed to meet general training needs in such areas as computer literacy, financial management, and orientation to becoming a manager. Specialized courses (e.g., policy, negotiation skills) are delivered by subject matter experts from outside the GN. Occupational training programs are based on a recognized need for capacity-building and delivered in modules towards a GN certificate of achievement; these have included administrative services, supervisory skills, and a human resource practitioner's program.

Employees in indeterminate positions with at least three years of service can take leave to pursue education or training outside the GN. Education leave can be approved on a short- or long-term basis, and with or without financial assistance.

We will continue to provide a variety of training, development and education opportunities to build the knowledge and skills of all GN employees.

# Goal 3: Strong Leaders

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## We are growing strong and effective leaders

The GN's success depends in large measure on our ability to attract, recruit, develop, and retain strong and effective leaders for the public service – today and into the future.

## Priorities 2014-2018

We are committed to investing in the education and development of public service leaders, with an emphasis on preparing Nunavummiut for senior management roles. We recognize that people develop leadership competencies primarily through life and career experience, supported by self-awareness, good role models and structured learning. Existing and new programs ensure that classroom-based learning is balanced with mentorship and on-the-job development.

Our new Leadership Competency Model, developed in 2013-2014, defines expected leadership behaviours for excluded positions in the GN, ranging from supervisors and managers to Assistant Deputy Ministers. Over time, the competency model will be integrated into human resource management practices to:

- Develop employees through self-assessment, developmental feedback, identification of learning objectives, and incorporation into learning programs;
- Assist in recruitment and selection processes for these positions; and
- Support performance management and succession planning for these positions.

We are continuing to work towards becoming a public service that is representative of Nunavut's population. Inuit are under-represented in senior management positions and in professional roles that may lead to a career path in management. This HR Strategy identifies new and enhanced programs to develop Inuit leaders in the public service. When designing these programs, we will build on Inuit societal values and seek opportunities to involve knowledgeable elders in delivery.

Over the next four years, we will emphasize:

- Increasing and enhancing Inuit employment in leadership roles,
- Engaging and developing managers and leaders, and
- Improving workforce data for planning and decision-making.

*We're making progress...*

***We've developed a GN Leadership Competency Model***

Competencies are the personal and professional attributes that are important for successful performance as a leader in a particular organization. They generally describe observable behaviours – how a leader approaches the work that must be done. Competencies are not a substitute for knowledge, skills and experience. They are the behaviours that enable leaders to use their knowledge, skills and experience effectively in a variety of situations.

“Our Way of Acting” is the GN Leadership Competency Model. Developed in 2013-2014, the competency model identifies the attributes that leaders at all levels of the GN are expected to demonstrate. It was designed specifically for the GN with the aim of supporting our ongoing efforts to create an effective and capable public service in the context of Nunavut’s unique culture and geography.

The GN Leadership Competency Model provides well-defined leadership behaviours for management positions in the GN, ranging from supervisors to executives. There are eight behavioural competencies in the model: Build Relationships; Create Community; Look Ahead; Balance Listening, Asking and Telling; Be Flexible and Adaptable; Foster Lifelong Learning; Contribute to Sound Decisions; and Manage Performance. Three technical competencies describe what’s expected of public administrators in the areas of People Management, Financial Management and Program Management.

The Competency Model will be rolled out along with a new leadership development program in 2015-2016.

## **Increasing and enhancing Inuit employment in leadership roles**

### ***Review and improve the Sivuliktiksats Internship Program***

The Sivuliktiksats Internship Program is designed to provide qualified beneficiaries with on-the-job professional development to take on leadership positions at the manager or director level. Specialist positions that are unique to a department are also eligible for the program. Intern positions are identified by departments.

Interns are term employees hired to undertake a learning program, which leads to employment in an identified position on successful completion of the learning plan and satisfactory performance reviews. Internships range from one to three years in duration and are supported by a designated trainer, a customized learning plan, work exchanges, and group and individual

courses. A total of 23 interns have completed the program since it was introduced in 2004-2005.

We will undertake a review of the Sivuliqtiksat Internship Program in 2014-2015 to ensure that it is effective in meeting its objectives.

***Provide individualized support for beneficiary training, development and education***

Beginning in 2014-2015, EIA's Sivumuaqatigiit Division will provide support for the implementation of departmental Inuit Employment Plans. Individualized funding will be available for selected beneficiaries to gain necessary professional or leadership skills, as identified by departments.

***Introduce an Education Leave Sponsorship Program***

Beginning in 2015-2016, Sivumuaqatigiit Division will provide an alternative long-term education leave with pay to sponsor public servants who wish to attend a degree program that may not be associated with their current job description. An interdepartmental review committee will be established with a terms of reference to evaluate all applicants. Upon completion, the individual will be expected to return to the GN and work for at least the same amount of time as the sponsored education leave.

## **Engaging and developing managers and leaders**

***Apply the new GN Leadership Competency Model***

The GN Leadership Competency Model was developed in 2013-2014 to identify the attributes that leaders at all levels of the GN are expected to demonstrate. Over the next several years, the competency model will be fully integrated into human resource management practices to assist the GN in selecting, developing and managing employees in management roles.

***Provide a comprehensive Leadership Development Program***

A Leadership Framework was developed in 2013-2014 to provide guidance in building leadership capacity in the GN by identifying career paths and approaches, providing a well-defined leadership skill set and recommending approaches to leadership development.

A comprehensive Leadership Development Program will be designed in 2014-2015 for roll-out beginning the following year. The GN Leadership Competency Model will provide the foundation for leadership development by identifying the behaviours that enable GN leaders to use their knowledge, skills and experience effectively and to engage and motivate others.

***Establish a talent management process***

The GN has a relatively high turnover rate and a leadership cadre that is aging. We must plan for succession. Starting in 2015-2016, we will put mechanisms in place to identify potential



talent pools for development as next generation leaders and to enable greater flexibility in providing career-broadening job assignments for those with high potential.

## **Improving workforce data for planning and decision-making**

### ***Maintain career development records***

Beginning in 2014-2015, we will establish and maintain a career profile record for all GN beneficiaries in management positions to document education level attained, career history and career interests as a future GN leader. This will enable the identification of talent pools and the development of individual learning plans.



# Goal 4: A Respectful Workplace

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## **We are creating a healthy and respectful work and service environment**

The GN is a diverse organization, with Inuit and non-Inuit Nunavummiut working alongside colleagues from many parts of Canada and from other nations. Managers must deal sensitively with cultural and generational differences in work values, styles of interaction and other factors that contribute to job satisfaction and retention. Our multi-lingual work environment adds to the complexity and challenge.

### **Priorities 2014-2018**

Nunavut's *Inuit Language Protection Act* acknowledges the pressures facing our Inuit language (known collectively as "Inuktitut") and seeks to ensure that use of Inuktitut is protected and promoted. In accordance with the legislation, the GN recognizes the rights of unilingual and bilingual public servants who prefer to work in Inuktitut and supports the development of language skills by Inuktitut speakers who are not yet fluent. We also support all employees in learning Inuktitut as a second language. Active use of Inuktitut will also enhance service to internal and external clients.

As an employer, the GN is concerned about creating a positive work environment for its employees. Employee surveys provide valuable insights to guide future planning. More frequent employee feedback will help us to improve the work environment, increase employee engagement and enhance service to Nunavummiut.

Over the next four years, we will continue to promote and enable a positive work environment by:

- Increasing and enhancing Inuit employment in the GN,
- Engaging and developing employees at all levels,
- Enhancing client service, and
- Improving workforce data for planning and decision-making.

## **Increasing and enhancing Inuit employment in the GN**

### ***Develop proficiency in Inuktitut as a first language***

The GN is committed to continued implementation of the provisions of the *Inuit Language Protection Act*. Inuktitut First Language courses are currently available throughout the year for Inuktitut speakers who want to increase their oral, reading, writing, and typing proficiency. A curriculum is being developed for a new Inuktitut Immersion Program for employees. This multi-week residential program will be conducted entirely in Inuktitut with a strong cultural component. Delivery is expected to begin in 2015-2016.

## Engaging and developing employees at all levels

### ***Strengthen supervisory skills for a respectful and productive workplace***

Our new Leadership Competency Model includes a description of the behaviours that are expected of all GN employees, as well as leadership behaviours for excluded positions in the GN. Inuit societal values are integrated into the description of behaviours. Taken together, these competencies describe the behaviours that bring out the best in oneself and others, while supporting progress towards shared organizational goals.

Over time, we will incorporate the competency model into all orientation and training programs to strengthen the supervisory skills that are needed to engage employees and create a respectful and productive work environment.

### ***Expand the GN employee awards program***

The GN will consider options for a GN awards program that can be used departmentally to recognize excellence in the public service.

### ***Implement the Ethics Officer function***

Nunavut's new *Public Service Act* requires the appointment of an Ethics Officer to advise on, resolve and investigate, where necessary, disclosures of wrongdoing in the public service. The Ethics Officer Program will be introduced in 2015-2016, with a directive, procedures and communications to employees about their roles in preventing and disclosing wrongdoing.

## Enhancing client service

### ***Encourage use of Inuktitut in the workplace***

GN employees provide services to external and internal clients. Legislation defines specific obligations for government to provide services to members of the public in the official language of their choice, Inuktitut, English or French. Excellence in the delivery of services to external and internal clients depends on employees with the knowledge, skills, tools, and language capabilities to do the job.

Inuktitut Second Language courses are currently available throughout the year for GN employees who want to develop their oral, reading, writing, and typing skills.

A Language Incentive Program will be introduced in 2015-2016 to actively encourage employees to improve their oral and written proficiency in Inuktitut. The program is currently being designed, including the finalization of proficiency levels, assessment tools and recommended compensation for each level.

## Improving workforce data for planning and decision-making

### *Conduct an employee survey*

Employee engagement surveys provide valuable insights into the needs of employees and their workplaces. We will conduct an employee survey in 2016-2017, based on common questions for public service employee engagement surveys developed by an inter-jurisdictional working group that is sponsored by the Canadian Public Service Commissioners.

The results of the employee survey will contribute to the development of an Employee Wellness Program in 2017-2018. Over time, the information gained from regular employee surveys will provide us with an accurate indication of progress in the priority areas addressed by the HR Strategy.

# Summary of Goals, Priorities and Actions

## Priorities guide actions to achieve goals

| Strategic Priorities                  | Goals   |   |   |   |
|---------------------------------------|---|---|---|---|
|                                       | A Base to Build On  | Skilled People  | Strong Leaders  | A Respectful Workplace  |
| Increasing Inuit employment in the GN | <ul style="list-style-type: none"> <li>Maintain Inuit Employment Plans for all departments and territorial corporations</li> </ul>  | <ul style="list-style-type: none"> <li>Enable on-the-job training through under-filling a position</li> <li>Promote beneficiary role models</li> </ul>  | <ul style="list-style-type: none"> <li>Review and improve the Sivuliqtiksat Internship Program</li> <li>Provide individualized support for beneficiary training, development and education</li> <li>Introduce an Education Leave Sponsorship Program</li> </ul> | <ul style="list-style-type: none"> <li>Develop proficiency in Inuktitut as a first language</li> </ul>  |
| Recruiting the skilled people we need | <ul style="list-style-type: none"> <li>Revise the Staffing Manual, including directives and guidelines for internal and restricted competitions</li> <li>Review and improve the interview process</li> <li>Review housing options for GN employees</li> </ul> | <ul style="list-style-type: none"> <li>Broaden career experience</li> <li>Expand student employment and co-op programs</li> <li>Provide apprenticeship opportunities</li> <li>Raise the profile of the GN as an attractive place to work</li> </ul> |   |   |
| Engaging and developing employees     |   | <ul style="list-style-type: none"> <li>Continue to provide training and development courses for all employees</li> <li>Offer a new Mentorship Program</li> <li>Review the Financial Internship Program</li> </ul>                                   | <ul style="list-style-type: none"> <li>Apply the GN Leadership Competency Model</li> <li>Provide a comprehensive Leadership Development Program</li> <li>Establish a talent management process</li> </ul>   | <ul style="list-style-type: none"> <li>Strengthen supervisory skills for a respectful and productive workplace</li> <li>Expand the GN employee awards program</li> <li>Implement the Ethics Officer function</li> </ul> |
| Enhancing client service              | <ul style="list-style-type: none"> <li>Establish departmental staffing plans</li> <li>Continue to improve the staffing process and outcomes</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>Encourage use of Inuktitut in the workplace, including introducing a Language Incentive Program</li> </ul>   |
| Improving workforce data              | <ul style="list-style-type: none"> <li>Improve departmental workforce planning by gathering workforce data</li> <li>Upgrade ePersonality</li> </ul>   |   | <ul style="list-style-type: none"> <li>Maintain career development records</li> </ul>   | <ul style="list-style-type: none"> <li>Conduct an employee survey</li> <li>Develop an Employee Wellness Program</li> </ul>  |

# Summary Action Plan 2014-2018

## Overview

This summary action plan is organized by the five priority areas. It shows actions to be initiated each year for each of the goals. Many of the actions are continuing in the years following the year of initiation.

Note that preparatory work such as program design or policy development will be started by central agencies before the year of initiation. The policies, programs and tools will be available for departments to use by the year indicated on this table. We encourage each department to build its own implementation plan using this table as a starting point.

## Increasing and enhancing Inuit employment in the GN

| GOALS   | ACTIONS  |   |  |           |
|---|--|---|--|-----------|
|   | 2014-2015  | 2015-2016   | 2016-2017  | 2017-2018 |
| <b>Goal 1:<br/>A Base to<br/>Build On</b>     | Maintain Inuit Employment Plans (all departments)  | Maintain Inuit Employment Plans (all departments; all territorial corporations) |  |           |
| <b>Goal 2:<br/>Skilled<br/>People</b>         |  | Promote beneficiary role models (EIA)   |  |           |
|   |  |   | Enable on-the-job training through under-filling a position (EIA; FIN) |           |
| <b>Goal 3:<br/>Strong<br/>Leaders</b>         | Review and improve the Sivuliqtiksat Internship Program (EIA)                            |   |  |           |
|   | Provide individualized support for beneficiary training, development and education (EIA) | Introduce an Education Leave Sponsorship Program (EIA)                          |  |           |
| <b>Goal 4: A<br/>Respectful<br/>Workplace</b> |  | Develop proficiency in Inuktitut as a first language (EIA)                      |  |           |

## Recruiting the skilled people we need

| GOALS                                     | ACTIONS   |   |                                     |  |
|---|---|---|-------------------------------------|--|
|   | 2014-2015   | 2015-2016   | 2016-2017                           | 2017-2018                                      |
| <b>Goal 1:<br/>A Base to<br/>Build On</b> | Revise the Staffing Manual (FIN)  | Implement directives and guidelines for internal and restricted competitions (FIN)    |                                     |  |
|   | Review and improve the interview process, including training for panels (FIN) | Review and improve the interview process through use of portfolio of prior work (FIN) |                                     |  |
|   |   |   |                                     | Review housing options for GN employees (NHC)  |
| <b>Goal 2:<br/>Skilled<br/>People</b>     |   | Broaden experience through a Career-broadening Program (EIA; FIN)                     |                                     |  |
|   |   | Expand student employment opportunities (FIN)   |                                     |  |
|   |   | Provide co-op program guidelines (EIA)  | Expand co-op programs (departments) | Provide apprenticeship opportunities (FS; CGS) |
|   |   | Raise the profile of the GN as an attractive place to work (FIN)                      |                                     |  |

## Engaging and developing employees at all levels

| GOALS                                 | ACTIONS   |   |           |           |
|---------------------------------------|---|---|-----------|-----------|
|                                       | 2014-2015   | 2015-2016   | 2016-2017 | 2017-2018 |
| <b>Goal 2:<br/>Skilled<br/>People</b> | Continue to provide training and development (EIA; all departments) |   |           |           |
|                                       | Offer a new Mentorship Program (EIA)                                |   |           |           |
|                                       |   | Review and improve the Financial Internship Program (FIN) |           |           |

| GOALS                                 | ACTIONS   |   |  |           |
|---------------------------------------|-----------|---|--|-----------|
|                                       | 2014-2015 | 2015-2016   | 2016-2017  | 2017-2018 |
| <b>Goal 3:<br/>Strong Leaders</b>     |           | Apply the new GN Leadership Competency Model (EIA; FIN)               | Establish a talent management process (EIA; all departments)                       |           |
|                                       |           | Provide access to a Leadership Development Program (EIA; departments) |  |           |
| <b>Goal 4: A Respectful Workplace</b> |           | Implement the Ethics Officer function (FIN)                           | Strengthen supervisory skills for a respectful and productive workplace (EIA; FIN) |           |
|                                       |           |   | Expand the GN employee awards program (FIN)  |           |

### Enhancing client service

| GOALS                                 | ACTIONS   |  |   |           |
|---------------------------------------|-----------|--|---|-----------|
|                                       | 2014-2015 | 2015-2016  | 2016-2017   | 2017-2018 |
| <b>Goal 1:<br/>A Base to Build On</b> |           | Establish three-year departmental staffing plans (FIN; priority departments)                 | Establish three-year departmental staffing plans (FIN; all departments) |           |
|                                       |           | Continue to improve the staffing process and outcomes (FIN; all departments)                 |   |           |
| <b>Goal 4: A Respectful Workplace</b> |           | Encourage use of Inuktut in the workplace, including a Language Incentive Program (EIA; FIN) |   |           |

### Improving workforce data for planning and decision-making

| GOALS                                 | ACTIONS                    |   |           |           |
|---------------------------------------|----------------------------|---|-----------|-----------|
|                                       | 2014-2015                  | 2015-2016   | 2016-2017 | 2017-2018 |
| <b>Goal 1:<br/>A Base to Build On</b> |                            | Improve departmental workforce planning by gathering workforce data (all departments) |           |           |
|                                       | Upgrade ePersonality (FIN) |   |           |           |



| GOALS   | ACTIONS                                   |           |                                  |  |
|---|---|-----------|----------------------------------|--|
|   | 2014-2015                                 | 2015-2016 | 2016-2017                        | 2017-2018                                  |
| <b>Goal 3:<br/>Strong<br/>Leaders</b>         | Maintain career development records (EIA) |           |                                  |  |
| <b>Goal 4: A<br/>Respectful<br/>Workplace</b> |   |           | Conduct an employee survey (FIN) | Develop an Employee Wellness Program (FIN) |

# Bringing the Plan to Life

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## Roles in Implementing the HR Strategy

Many of the actions in the HR Strategy require our central agencies (EIA and Finance) to design new programs, establish policy or develop tools in advance of implementation. Some of these are already in progress; others are planned. However, programs and policies will not get us where we want to go as a public service. It is only through our use of the many tools available to us that we will achieve our goals. We are committed to implementing the actions set out in this strategy in our departments, and to working together to achieve the goals.

Finance (including Corporate Policy, Financial Systems, Staffing, and Employee Relations) will provide the tools needed for workforce planning and for effective management of our public service workforce. Finance will ensure that all departments implement the improved processes that they introduce.

Executive and Intergovernmental Affairs' Sivumuaqatigiit Division will provide training and development programs for all employees, as well as career development programs and support services targeted to beneficiaries.

Deputy Heads are responsible for the implementation of the HR Strategy within their department or territorial corporation. They will seek advice from human resource specialists and work with their senior management committees on initiatives that will help them to achieve the goals set out in this strategy. Deputy Heads will report annually on the progress of their department or territorial corporation in implementing the policies and programs, and in achieving the goals.

All supervisors will continue to provide advice and support to their teams, through performance management and other conversations. They will collaborate with human resource specialists to use the programs, tools and resources made available through this strategy. Supervisors will assess each employee's strengths and career aspirations, and guide them toward the most appropriate learning opportunities to develop the skills needed to do their current job, and to learn the skills needed to take on more responsibility.

All employees will continue to be responsible for their own career development and progression. They will use this strategy to identify opportunities to learn and to gain experience and to make the most of their careers in the Government of Nunavut.

## Monitoring Our Progress

### Measuring our progress

This section identifies practical and measurable indicators of progress for each goal: A Base to Build On, Skilled People, Strong Leaders, and A Respectful Workplace.

| Goal                          | Indicators of Progress (by 2018)   |
|-------------------------------|--|
| <b>A Base to Build On</b>     | Number of departments and territorial corporations with Inuit Employment Plans   |
|                               | Number of departments and territorial corporations that are participating in talent management and succession planning processes |
|                               | Number of departments and territorial corporations with staffing plans   |
| <b>Skilled People</b>         | Number of beneficiaries in management positions  |
|                               | Average capacity in the GN   |
|                               | Number of individuals who are on or have completed paid education leave during the period of the HR Strategy                     |
| <b>Strong Leaders</b>         | Number of individuals participating in a career broadening initiative  |
|                               | Number of individuals who are participating in and have completed the Leadership Development program                             |
| <b>A Respectful Workplace</b> | Number of individuals attending courses for Inuktitut as first or second language  |
|                               | Ethics Officer function implemented  |
|                               | Employee survey conducted  |

### Reporting on our progress

In the first two years of this strategy, central agencies (EIA; FIN) will be accountable to produce the programs, policies, tools, and resources that departments and territorial corporations need to begin implementing this strategy. They will report on their progress. Beginning in the second year and for the remainder of the period of the strategy, departments and territorial corporations will be accountable for the use of the programs, policies, tools, and resources and for the results they achieve. They will report annually through their Business Plans. In the second year of this strategy, departments will begin to report on how they are using the policies, programs, and tools. From the third year on, departments and territorial corporations will report on the numbers of people who are participating in the programs, and on the results that have been achieved.

We recognize that the goals will take many years to achieve. If we all move forward together, we expect that we will start to see results in the GN workforce by the third year of the strategy.