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***Human Resource Planning For Division -
Internal Demand And Supply Analysis
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Human Resource Planning For Division

Internal Demand and Supply Analysis

Preliminary Report

March 1995

Human Resource Planning and
Development Sub-Committee
of the
Division Review Committee

HUMAN RESOURCE PLANNING FOR DIVISION

ORGANIZATIONAL STRUCTURE FOR THE NEW TERRITORIES:

Nunavut:

Defining the organizational structure for Nunavut and the Western Territories is a key step in forecasting the human resource requirements for the new organizations. As a first step, the basic structure of the NWT has been adopted with some minor modifications.

Assumptions:

A basic East - West separation with the present levels of decentralization in delivery of programs and services has been assumed. On the basis of these assumptions and using the study done by Coopers & Lybrand for reference, a draft proposal of the headquarters positions that would be required for a Government of Nunavut has been developed. of

Figure 1, table 1 gives a breakdown of the number of positions separated according to the occupational categories and the departments in which these positions will be found. These departments are grouped together to indicate possible merges/consolidations. For reference, the current position distributions of GNWT headquarters positions is shown on table 2 (here, Headquarters positions refer to all positions with Yellowknife settlement code). Detailed information for each position including skill requirements is currently being developed. Further refinements will be made as the project progresses.

In determining a breakdown of the positions, consideration was given to the present demands for programs and services in Nunavut, and possible population increases in the new capital (Coopers & Lybrand estimate an increase of about 4000 people). Note that Coopers and Lybrand estimated 230 person years (new headquarters positions excluding the Workers Compensation Board) for the territory of Nunavut. The number of positions currently used to provide regional services is 2,025 (less 23 positions in the community of Holman). Since the capital of Nunavut will already have performing regional functions, the number of headquarters positions identified above would be proportionately reduced.

Western Territories:

At this stage we will assume that the Western Territories will adopt the current structure of the NWT. Thus the same process is being used to identify the headquarters positions. A computer human resource model is being developed that will be capable of adapting to any changes in the structure of the Western territories.

In this report, the three regions in the Eastern Arctic will be used to designate Nunavut while the three regions in the West will represent the Western Territories.

Table 1
Draft Proposal of Headquarters Positions for NUNAVUT

DEPARTMENT	OCCUPATIONAL CATEGORY						TOTAL
	Managemen	Professiona	Technical	Admin Services	Labour & Trades	Program Delivery	
Executive	14	0	2	25	0	0	41
Inter-Governmental & Aboriginal Affairs	3	0	1	4	0	0	8
Legislative Assembly	5	0	5	13	0	5	28
FMBS	11	0	7	70	0	0	88
Personnel	1	0	0	6	0	0	7
Finance	7	0	11	11	0	0	29
Justice	8	10	7	45	0	20	90
Education, Culture & Employment	10	1	24	40	0	36	111
MACA	9	5	10	13	0	11	48
Transportation	8	18	19	20	6	2	73
Public Works	12	25	40	50	8	1	136
NWTHC	10	10	10	32	0	3	65
Renewable Resources	5	0	19	10	8	14	56
Energy Mines & Petroleum Resources	3	1	10	5	0	0	19
Economic Development	7	6	10	18	0	1	42
Safety & Public Services	6	3	20	14	0	3	46
Social Services	6	0	13	17	0	1	37
Health	9	4	13	28	0	3	57
Workers Compensation Board	5	2	2	25	0	6	40
TOTAL	139	85	223	446	22	106	1021

Table 2
GNWT Current Filled Positions in the Headquarters Region

DEPARTMENT	Managemen	Professiona	Technical	Admin Services	Labour & Trades	Program Delivery	TOTAL
Executive	15	0	1	40	0	2	58
Inter-Governmental & Aboriginal Affairs	10	0	7	8	0	4	29
Legislative Assembly	4	0	7	15	0	6	32
FMBS	20	0	12	109	0	1	142
Personnel	2	1	0	13	0	0	16
Finance	8	0	11	15	0	0	34
Justice	17	21	14	93	7	63	215
Education, Culture & Employment	16	14	38	67	2	65	202
MACA	14	7	19	25	0	19	84
Transportation	11	26	28	34	13	3	115
Public Works	17	33	62	74	21	1	208
NWTHC	16	15	19	49	0	8	107
Renewable Resources	10	1	44	24	17	22	118
Energy Mines & Petroleum Resources	4	1	12	6	0	0	23
Economic Development	12	2	17	27	0	11	69
Safety & Public Services	7	4	26	24	0	5	66
Social Services	0	0	17	23	0	14	62
Health	13	2	29	51	0	7	102
Workers Compensation Board	6	1	0	41	0	0	61
TOTAL	210	128	367	738	60	240	1743

GNWT STAFFING INVENTORY

In determining the structure of the two new public services, the needs for and demands upon programs and services needs to be analyzed. Since the basic assumption is that the two new territorial governments will assume the structure of the GNWT, an analysis of the structure of the GNWT is necessary. This analysis provides an insight into the types of programs and services delivered, the types of personnel used to deliver these services, and the levels at which the services are delivered. This analysis will be used as a basis for projecting the levels of decentralization desired by each public service.

As a first step, the spread of personnel in the six regions among various programs (where departments are used to represent programs) for the year ending 1994 was obtained and is presented in tables 3 and 4. The departments have been grouped together as Core Departments, Education Boards/Colleges, Health Boards/Hospitals and Other Agencies/Corporations.

In figure 1 below, the regional spread of personnel among the various departments is presented (detailed information is presented in table 3). This figure shows that most personnel in the core departments reside in the headquarters region. As expected, staff positions in the line departments are well spread out throughout the region, while staff positions in the central agencies are concentrated in the headquarters region.

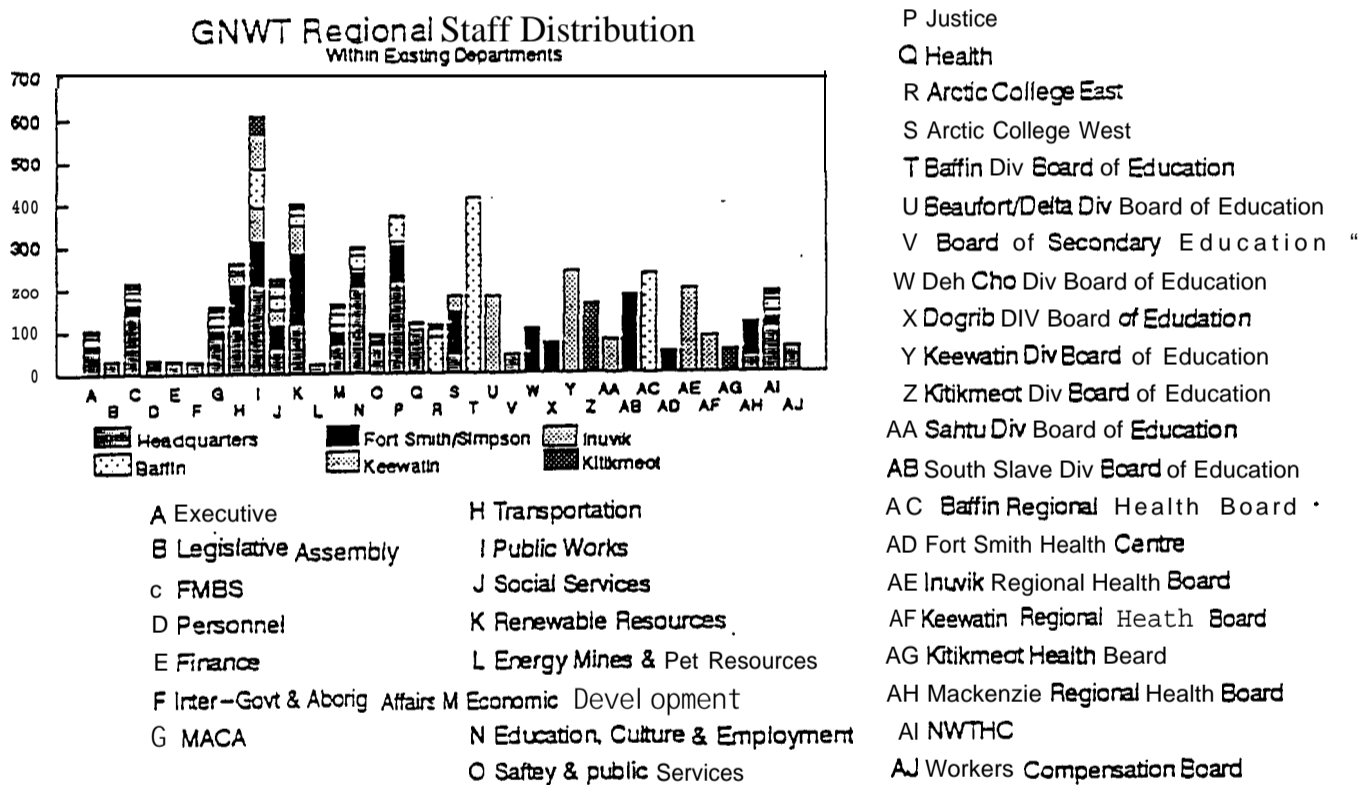


Table 3
GNWT Personnel 1994
Regional Spread of Personnel in Various Departments, and Occupational Categories

DEPARTMENT	Headquarters	Fort Smith	Inuvik	Baffin	Keewatin	Kitikmeot	TOTAL
Executive	58	7	4	17	9	9	105
Legislative Assembly	32	0	0	0	0	0	32
FMBS	142	22	14	15	11	11	215
Personnel	16	4	4	6	3	2	35
Finance	34	0	0	0	0	0	34
inter-Governmental & Aboriginal Affairs	29	0	0	0	0	0	29
MACA	84	18	14	20	13	11	160
Transportation	114	93	26	10	15	3	261
Public Works	208	106	75	94	81	44	612
Social Services	62	52	35	30	23	18	224
Renewable Resources	118	164	66	24	16	12	400
Energy Mines & Petroleum Resources	23	0	0	0	0	0	23
Economic Development	69	28	19	22	16	11	165
Education, Culture & Employment	201	33	12	30	14	9	299
Safety & Public Services	66	14	3	6	3	0	92
Justice	213	86	8	59	1	1	368
Health	96	0	13	0	7	0	116
Arctic College East	0	0	0	85	17	13	115
Arctic College West	45	101	36	0	0	0	182
Baffin Div Board of Education	0	0	0	413	0	0	413
Beaufort/Delta Div Board of Education	0	0	182	0	0	0	182
Board of Secondary Education	45	0	0	0	0	0	45
Deh Cho Div Board of Education	0	105	0	0	0	0	105
Dogrib Div Board of Education	0	73	0	0	0	0	73
Keewatin Div Board of Education	0	0	0	0	238	0	238
Kitikmeot Div Board of Education	0	0	0	0	0	165	165
Sahtu Div Board of Education	0	0	80	0	0	0	80
South Slave Div Board of Education	0	185	0	0	0	0	185
Baffin Regional Health Board	0	0	0	233	0	0	233
Fort Smith Health Centre	0	52	0	0	0	0	52
Inuvik Regional Health Board	0	0	196	0	0	0	196
Keewatin Regional Health Board	0	0	0	0	87	0	87
Kitikmeot Health Board	0	0	0	0	0	52	52
Mackenzie Regional Health Board	41	78	0	0	0	0	119
Stanton YK Hospital	350	0	0	0	0	0	350
NWTHC	106	20	15	23	12	11	187
Workers Compensation Board	60	0	0	0	0	0	60
TOTAL	2212	1241	811	1087	566	372	6289

Table 4

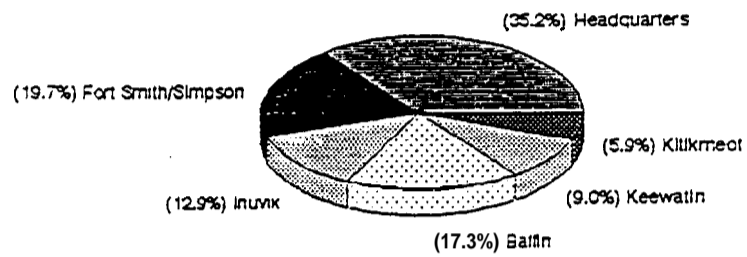
Occupational Category	REGION							TOTAL
	Headquarters	Fort Smith	Inuvik	Baffin	Keewatin	Kitikmeot		
Management	210	52	26	37	22	17	364	
Professional	403	366	271	482	206	175	1883	
Technical	373	68	48	47	24	15	575	
Admin Services	808	220	139	166	113	61	1507	
Labour & Trades	153	283	176	182	89	52	935	
Program Delivery	265	252	151	193	112	52	1025	
TOTAL	2212	1241	811	1087	566	372	6289	
Percent of GNWT Staff	35%	20%	13%	17%	9%	6%	100%	
Percent of Population	15%	10%	10%	10%	10%	8%	11%	

Information obtained from GHRS Reports 332.367,368 for Dec. 31, 1994 and 1991 NWT Bureau of Stats population estimates

Figure 2 represents the aggregate distribution of all employees among the regions. Approximately 35% of staff positions are located in the headquarters region. It should however be noted that corporate positions make-up the bulk of positions in headquarters (Yellowknife) region.

Figure 2

Aggregate Regional Staff Distribution



However, to gain an insight on the relationship between demands for programs and services and the geographic spread of such programs and services (where personnel location is used as a proxy for where a program or service is being delivered), the population distribution has to be considered. Using population estimates for 1991, it can be seen in figure 3 below that government programs and services appear to be fairly evenly spread among the regions.

Figure 3

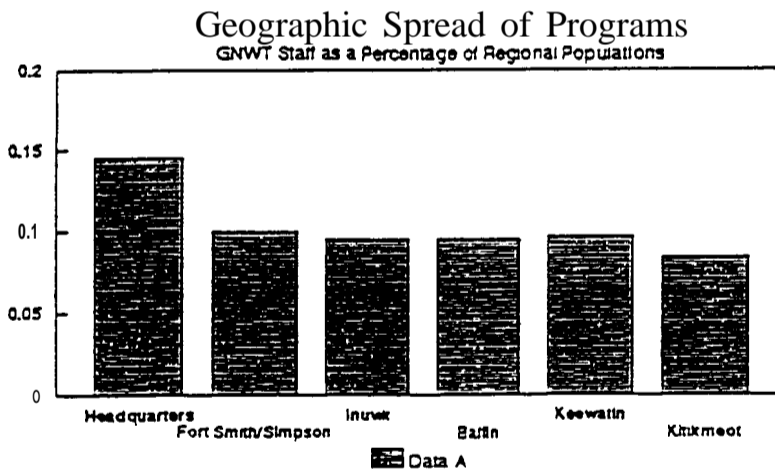


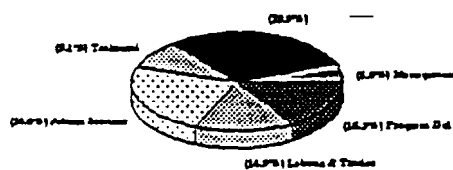
Table 5
GNWT Personnel 1994 DATA
 Distribution of Employees in Various Occupational Categories by Department & Region of Employment

DEPARTMENT	Management	Professional	Technical	Admin Services	Labour & Trades	Program Delivery	TOTAL
Executive	16	0	1	86	0	2	105
Legislative Assembly	4	1	7	14	0	6	32
FMBS	24	5	12	169	0	5	215
Personnel	7	1	0	27	0	0	35
Finance	6	0	11	17	0	0	34
inter-Government & Aboriginal Affa.	8	0	7	10	0	4	29
MACA	22	15	26	43	0	54	160
Transportation	19	35	43	51	10	7	261
Public Works	29	67	90	201	22	3	612
Social Services	15	0	2	1	53	133	224
Renewable Resources	25	1	69	75	13	91	400
Energy Mines & Petroleum Resources	4	1	12	6	0	0	23
Economic Development	19	2	18	50	0	76	165
Education, Culture & Employment	20	25	30	92	0	121	259
Safety & public Services	9	4	38	35	0	6	92
Justice	23	28	16	116	17	168	368
Health	12	2	27	70	0	5	116
Arctic College East	9	67	3	22	4	10	115
Arctic College West	16	96	4	37	5	24	182
Barren Div Board of Education	5	307	1	25	38	37	413
Beaufort/Delta Div Board of Education	1	119	1	14	17	30	182
Board of Secondary Education	0	37	0	2	6	0	45
Deh Cho Div Board of Education	2	64	1	7	12	19	105
Dogrib Div Board of Education	2	63	0	3	1	4	73
Keewatin Div Board of Education	2	161	2	14	19	40	236
Kitikmeot Div Board of Education	2	135	1	5	14	8	165
Sahlu Divisional Board of Education	1	54	0	7	9	9	80
South Slave Div Board of Education	2	121	1	13	22	26	185
Barren Regional Health Board	8	84	20	27	76	18	233
Fort Smith Health Centre	2	11	13	6	15	5	52
Inuvik Regional Health Board	7	66	22	26	53	22	186
Keewatin Regional Health Board	4	23	5	14	27	14	87
Kitikmeot Health Board	2	19	3	5	18	5	52
Mackenzie Regional Health Board	3	44	12	20	27	13	119
Stanton YK Hospital	5	203	2	33	84	23	350
NWTHC	23	21	44	71	0	28	167
Workers Compensation Board	5	1	4	41	0	9	60
TOTAL	364	1883	575	1507	935	1025	6289
Percent of Total GNWT Staff	6%	30%	9%	24%	15%	16%	100%

Information obtained from GHRIS Extract Dec. 31, 1994.

Spread of Personnel Among Occupational Categories

Figure 4



1994 Data

OTHER DEMAND FACTORS:

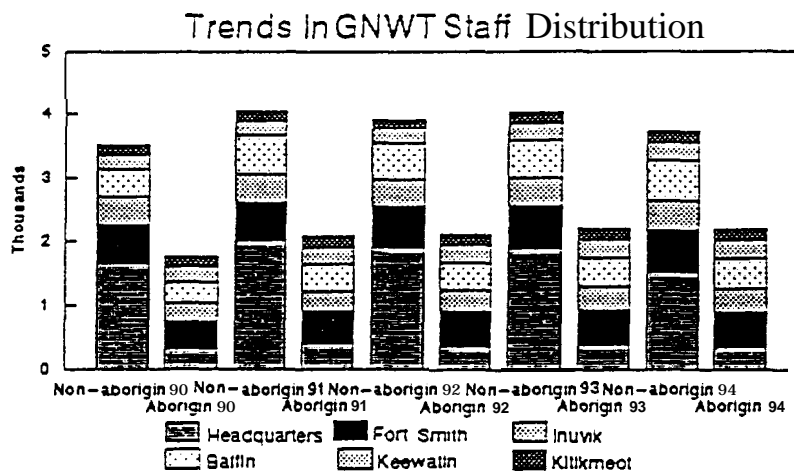
Ethnic and Gender Distribution of Employees and the Need For Employment Equity.

Issues to be considered in projecting the human resource demands and supply for the two new public sectors include the existing affirmative action policy, and employment equity (ensuring that the demographic make-up of the two territories is reflected in their public services). The historical database of GNWT personnel has been analyzed to see how successful these policies have been, and to pinpoint any areas where immediate action may be required if target goals are to be maintained/achieved in the two new public services.

Personnel Distribution over a five year period

Figure 5 presents information on the make-up of personnel in the GNWT over a five year period (Dec 1990 to Dec 1994). Table 6 provides information on various departments as well as the ethnic (*original vs non-aboriginal) mix in each department. Table 7 contains regional information over the same period.

Figure 5



This figure and the tables show that on average, the number of aboriginal employees is low compared to the non-aboriginal group, especially in the headquarters region. The ethnic composition of GNWT employees appears to have remained quite stable over the 5 year period (note that for 1990, some information is missing). A look at the hiring and termination information is therefore necessary before any inferences can be drawn (this is currently in progress). A major observation however is that the number of positions in the regions that will makeup Nunavut i.e, Baffin, Keewatin and Kitikmeot has been increasing steadily over the 5 year period.

Table 6
GNWT Personnel, Departmental & Regional Representation of Aboriginal Employees

DEPARTMENT	1990		1991		1992		1993		1994	
	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin
Executive	167	37%	150	36%	157	36%	104	45%	105	47%
Legislative Assembly	13	31%	17	29%	22	27%	32	31%	32	22%
FMBS							203	22%	215	24%
Personnel	128	38%	132	42%	114	39%	40	53%	35	57%
Finance	160	16%	160	20%	149	19%	37	11%	34	6%
Inter-Governmental & Aboriginal Affairs							22	23%	29	24%
Government Services	233	26%	243	24%						
Culture & Communications	145	41%	138	40%						
MACA	170	28%	180	30%	174	30%	164	30%	160	29%
Transportation	219	26%	250	29%	243	32%	253	34%	261	36%
Public Works	478	39%	498	40%	641	37%	635	40%	612	42%
Social Services	435	37%	458	40%	218	44%	206	43%	224	47%
Renewable Resources	377	45%	381	49%	380	49%	393	52%	400	54%
Energy Mines & Petroleum Resources	29	17%	24	14%	23	13%	26	12%	23	9%
Economic Development & Tourism	140	24%	156	21%	145	28%	155	25%	165	25%
Education, Culture & Employment	399	33%	214	41%	330	42%	334	39%	299	36%
Safety & Public Services	66	12%	70	14%	90	18%	95	21%	92	21%
Justice	124	7%	130	15%	348	32%	364	33%	368	31%
Health	136	22%	116	10%	118	11%	132	17%	116	16%
Health Services	39	33%								
Arctic College	233	19%	268	21%	252	25%	279	24%	297	22%
Baffin Div Board of Education	345	47%	363	48%	377	49%	389	49%	413	49%
Beaufort/Delta Div Board of Education	74	51%	153	35%	160	37%	180	39%	182	38%
Board of Secondary Education	54	2%	65	2%	71	1%	64	2%	45	2%
Inuvik Schools	72	25%								
Deh Cho Div Board of Education	82	46%	90	49%	97	54%	96	46%	105	44%
Dogrib Div Board of Education	53	40%	59	47%	70	44%	66	32%	73	29%
Keewatin Div Board of Education	193	51%	196	51%	214	52%	233	55%	238	54%
Kitikmeot Div Board of Education	115	49%	116	47%	120	45%	145	46%	165	43%
Sahtu Divisional Board of Education	49	39%	57	53%	59	54%	71	52%	80	46%
South Slave Div Board of Education			192	32%	190	26%	193	26%	185	25%
Baffin Regional Health Board	N/A		236	35%	199	41%	223	38%	233	36%
Fort Smith Health Centre	N/A		56	34%	59	32%	61	36%	52	38%
Inuvik Regional Health Board	187	34%	183	35%	196	37%	202	36%	196	35%
Keewatin Regional Health Board	6a	32%	65	49%	86	50%	91	47%	87	52%
Kitikmeot Health Board	47	34%	87	48%	58	53%	60	47%	52	46%
Mackenzie Regional Health Board	94	33%	84	39%	121	40%	119	38%	119	38%
Stanton YK Hospital	N/A		336	6%	356	5%	349	6%	350	7%
NWTHC	114	11%	163	34%	166	25%	177	24%	187	24%
Workers Compensation Board	40	15%	47	20%	45	18%	57	18%	60	18%
TOTAL	5278	33%	6133	34%	6048	35%	6250	35%	6289	35%

Table 7

REGION	1990		1991		1992		1993		1994	
	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin	Total GNWT	% Aborigin
Headquarters	2000	17%	2430	17%	2277	16%	2288	17%	2212	17%
Fort Smith	1024	42%	1111	44%	1200	45%	1229	45%	1241	45%
Inuvik	711	37%	747	41%	739	43%	794	45%	811	44%
Baffin	756	44%	1022	42%	992	43%	1043	43%	1087	42%
Keewatin	461	52%	487	53%	514	54%	539	53%	566	53%
Kitikmeot	326	50%	336	50%	326	51%	357	48%	372	46%
TOTAL	5278	33%	6133	34%	6048	35%	6250	35%	6289	35%

Information obtained from GHR Reports 367, for Dec 31, 1990, 1991, 1992, 1993, 1994.

Figures 6 and 6.1 represent the four year data of the composition of personnel in the east and western regions (data for 1991 is incomplete). As these figures show, the ratio of aboriginal to non-aboriginal employees is quite comparable in the east, whereas in the west, the percentage of non-aborigins is overwhelming. Unfortunately, not enough observations are available to draw any strong conclusions on trends.

Figure 6

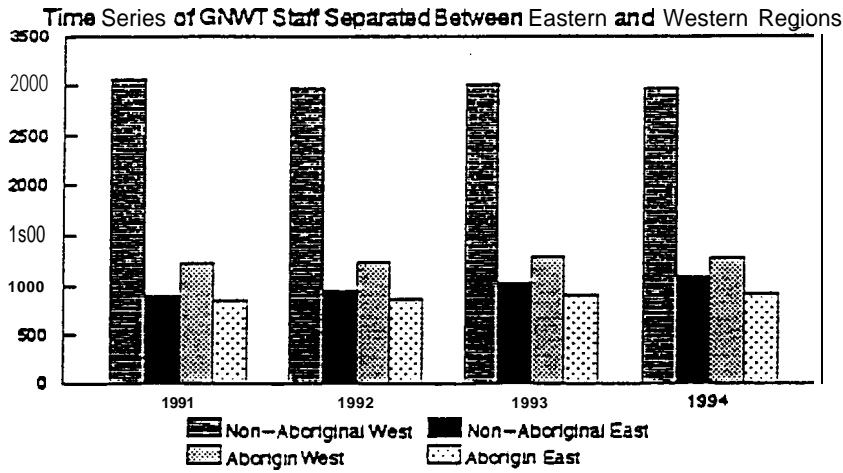


Figure 6.1

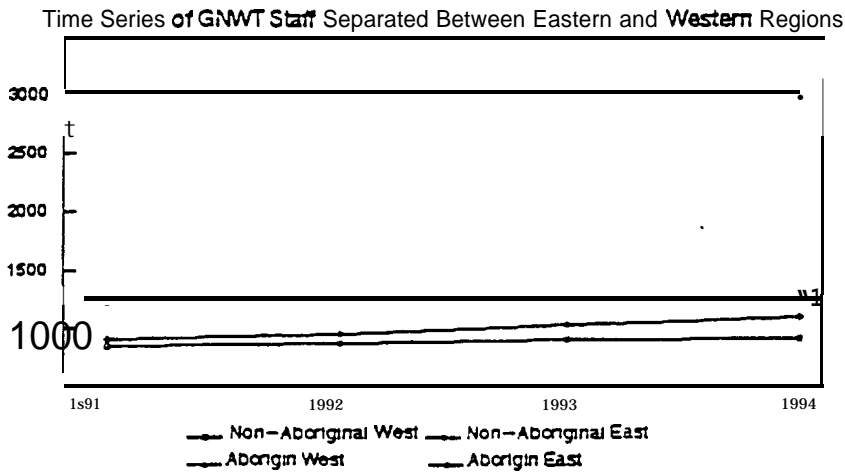


Table 6.1
GNWT Personnel, Departmental & Regional Distribution

DEPARTMENT	1990		1991		1992		1993		1994	
	Total NWT	Aborigin	Total NWT	Aborigin	Total NWT	Aborigin	Total NWT	Aborigin	Total GNWT	Aborigin
Executive	167	61	153	55	157	57	104	47	105	49
Legislative Assembly	13	4	17	5	22	6	32	10	32	7
FMBS							203	45	215	51
Personnel	128	48	130	55	114	45	40	21	35	20
Finance	160	26	169	33	149	29	37	4	34	2
Inter-Governmental & Aboriginal Affairs							221	5	29	7
Government Services	233	60	246	59						
Culture & Communications	145	60	139	55						
MACA	170	48	179	54	174	53	164	50	160	47
Transportation	2191	58	250	73	243	78	253	87	261	95
Public Works	478	186	498	199	641	236	635	257	612	258
Social Services	435	163	458	185	218	95	206	89	224	105
Renewable Resources	377	170	381	188	380	187	393	206	400	214
Energy Mines & Petroleum Resources	29	5	22	3	23	3	26	3	23	2
Economic Development & Tourism	140	33	156	32	145	40	155	38	165	42
Education, Culture & Employment	399	131	218	89	330	140	334	129	299	107
Safety & Public Services	66	8	70	10	90	16	95	20	92	19
Justice	124	9	130	20	348	113	364	120	368	114
Health	136	30	116	12	118	13	132	22	116	18
Health Services	39	13								
A. retie "coliege"	233	44	267	56	252	62	279	67	297	65
Baffin Div Board of Education	345	163	363	175	377	184	389	190	413	201
Beaufort/Delta Div Board of Education	74	38	15a	55	160	59	180	71	182	70
Board of Secondary Education	54	1	64	1	71	1	64	1	45	1
Inuvik Schools	72	18								
Deh Cho Div Board of Education	82	38	90	44	97	52	96	44	105	46
Dogrib Div Board of Education	53	21	60	28	70	31	66	21	73	21
Keewatin Div Board of Education	193	98	196	99	214	112	233	129	238	128
Kitikmeot Div Board of Education	115	56	116	55	120	54	145	67	165	71
Sahtu Divisional Board of Education	49	19	57	30	59	32	71	37	80	37
South Slave Div Board of Education			192	61	190	49	193	51	185	46
Baffin Regional Health Board	N/A	N/A	236	83	199	82	223	85	233	85
Fort Smith Health Centre	N/A	N/A	56	19	59	19	61	22	52	20
Inuvik Regional Health Board	187	63	182	64	196	72	202	73	196	69
Keewatin Regional Health Board	68	22	77	38	86	43	91	43	87	45
Kitikmeot Health Board	47	16	54	26	58	31	60	28	52	24
Mackenzie Regional Health Board	94	31	105	41	121	49	119	45	119	45
Stanton YK Hospital	NA	NA	336	20	356	19	349	21	350	24
NWTHC	114	12	146	49	166	42	177	42	187	44
Workers Compensation Board	40	6	46	9	45	8	57	10	60	11
TOTAL	5278	1759	6133	2080	6048	2112	6250	2200	6289	2210

Table 7.1

DEPARTMENT	1990		1991		1992		1993		1994	
	Total GNWT	Number Aborigin	Total GNWT	Number Aborigin	Total GNWT	Number Aborigin	Total GNWT	Number Aborigin	Total GNWT	Number Aborigin
Headquarters	2000	334	2319	395	2277	375	2288	387	2212	371
Fort Smith	1024	430	1206	526	1200	542	1229	553	1241	558
Inuvik	711	264	754	306	739	321	794	354	811	358
Baffin	756	331	1024	425	992	427	1043	450	1087	453
Keewatin	461	238	494	261	514	280	539	285	566	299
Kitikmeot	326	162	336	167	326	167	357	171	372	171
TOTAL	5278	1759	6133	2080	6048	2112	6250	2200	6289	2210
Staff as Percent of Population	9%	5%	11%	6%	10%	6%	11%	6%	11%	6%

Information obtained from GHRs Reports 367 & 368, for Dec 31, 1990, 1991, 1992, 1993, 1994.
And 1991 population estimate from NWT Bureau of Stats.

Detailed Intonation on Specific Ethnic Groups.

Since the Aboriginal groups in the NWT are not homogenous, a further breakdown of the above information into the composite groups i.e. Inuit, Dene and Metis (southern aboriginal were excluded in some of the tables for lack of space) is necessary. The three year trend representation data for these groups in the various departments and among the various regions is presented in table 8 and 9.

Figure 7, 8 and 9 shows the ethnic composition of staff of the GNWT over the past three years. Again, it appears that no particular ethnic group is gaining over other groups.

Figure 7 Detailed Ethnic Composition of staff for 1992

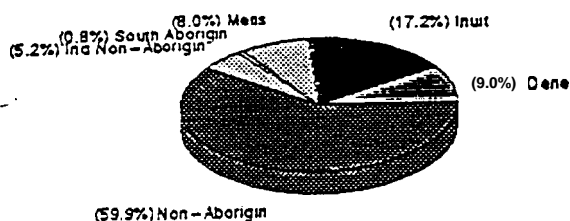


Figure 8 Detailed Ethnic Composition of staff for 1993

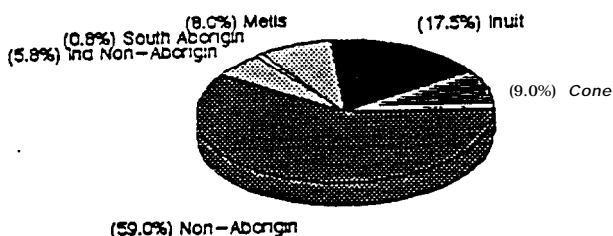


Figure 9 Detailed Ethnic Composition of staff for 1994

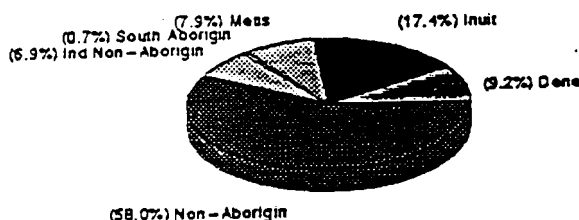


Table 8
GNWT Indigenous Aboriginal Representation, 3 Year Data

DEPARTMENT	1992				1993				1994				
	GNWT	Inuit	Dene	Metis	GNWT	Inuit	Dene	Metis	GNWT	Inuit	Dene	Metis	
Executive	157	3	8	9	12	104	34	6	7	105	3	8	6
Legislate Assembly	22	4	0	2	32	6	1	3	32	1	1	2	
FMBS					203	21	12	12	215	11	15	16	
Personnel	114	22	8	11	40	10	4	7	35	1	3	6	
finance	149	11	a	9	37	0	1	2	34	1	1	1	
inter-Governmenbl & Aboriginal Affairs					22	0	1	4	29	1	2	5	
Government Services													
Culture & Communications													
MACA	174	25	11	15	164	23	10	15	160	24	10	12	
Transportation	243	14	24	40	253	18	27	40	261	21	27	43	
Public Works	641	116	43	72	635	129	44	79	612	121	47	79	
Social Serf ices	218	44	25	24	206	40	24	24	224	51	27	25	
Renewable Resources	380	26	104	51	393	35	111	56	400	31	113	65	
Energy Mines & Petroleum Resources	23	0	1	2	26	0	1	2	23	1	1	1	
Economic Development & Tourism	145	20	9	10	155	21	5	11	165	21	6	14	
Education, Culture & Employment	330	70	35	33	334	57	34	37	299	41	2a	29	
Safety & Public Services	90	0	5	11	95	1	5	14	92	1	6	12	
Justice	348	33	28	48	364	31	32	51	368	29	31	51	
Health	118	3	3	7	132	7	6	8	116	8	5	5	
Health Services													
Arctic College	252	30	9	22	279	34	11	21	297	31	12	21	
Baffin Div Board of Education	377	183	0	1	389	189	0	1	413	198	0	1	
E eaufort/Delta Div Board of Education	160	35	17	5	180	42	21	7	182	38	23	7	
Board of Secondary Education	71	0	0	1	64	0	0	1	45	0	0	1	
Inuvik Schools													
Deh Cho Div Board of Education	97	0	44	5	96	1	41	1	105	1	43	2	
Dogrib Div Board of Education	70	0	28	3	66	0	20	1	73	0	19	2	
Keewatin Div Board of Education	214	13	0	1	233	129	0	0	238	128	0	0	
Kitikmeot Div Board of Education	120	54	0	0	145	67	0	0	165	71	0	0	
Sahtu Divisional Board of Education	59	1	24	7	71	1	31	5	80	2	31	4	
South Slave Div Board of Education	190	4	19	26	193	4	25	22	185	2	21	23	
Baffin Regional Health Board	199	78	0	2	223	79	1	2	233	82	1	1	
Fort Smith Health Centre	59	0	6	13	61	0	7	15	52	0	6	14	
Inuvik Regional Health Board	196	33	26	12	202	34	28	7	196	30	30	6	
Keewatin Regional Health Board	86	36	1	1	91	37	1	1	87	39	1	1	
Kitikmeot Health Board	58	29	0	0	60	27	0	0	52	23	0	0	
Mackenzie Regional Health Board	121	0	37	8	119	0	35	7	119	0	36	8	
Stanton YK Hospital	356	2	5	12	349	3	4	14	350	3	10	10	
NWTHC	166	18	9	12	177	13	10	16	187	12	10	17	
Workers Compensation Board	45	0	4	3	57	0	4	4	60	1	3	5	
TOTAL	6048	1042	542	481	6250	1093	563	497	6289	1095	577	495	

Table 9

REGION	1992				1993				1994			
	GNWT	Inuit	Dene	Metis	GNWT	Inuit	Dene	Metis	GNWT	Inuit	Dene	Metis
Headquarters	2277	58	116	181	2288	60	115	193	2212	54	126	175
Fort Smith/Simpson	1200	6	295	230	1229	10	293	240	1241	9	289	253
Inuvik	739	127	127	60	794	144	149	55	811	142	157	53
Baffin	992	421	1	3	1043	441	2	3	1087	443	2	2
Keewatin	514	269	2	5	539	272	3	5	566	283	2	9
Kitikmeot	326	161	1	2	357	166	1	1	372	164	1	3
TOTAL	6048	1042	542	481	6250	1093	563	497	6289	1095	577	495

Information obtained from GHRS Reports 367,368, Dec 31, 1992, 1993, 1994

Representativeness of the Public Service

For all individual aboriginal groups, the number of persons employed by the GNWT is small in comparison to the non-aboriginal group. However, to observe any differences between the ethnic groups, so as to assess their level of representation, one needs to compare the number of employees from each ethnic group to the overall population of the group in the NWT.

This analysis reveals that the Metis group is better represented than other aboriginal groups. Total employees among the Metis is 12% of the overall Metis population, whereas this ratio is 6% and 5% for the Dene and Inuit respectively. For all groups combined, this ratio is 10%, as shown in figure 10 below. The ratio for all other groups is 17%.

The fact that the Inuit are poorly represented in the GNWT points to the need for immediate action since this group makes up the bulk of Nunavut population. It should be noted however that nearly 50% of all GNWT employees in the Nunavut area are Inuit, although the bulk of these employees are teachers. See table 11.

Figure 10

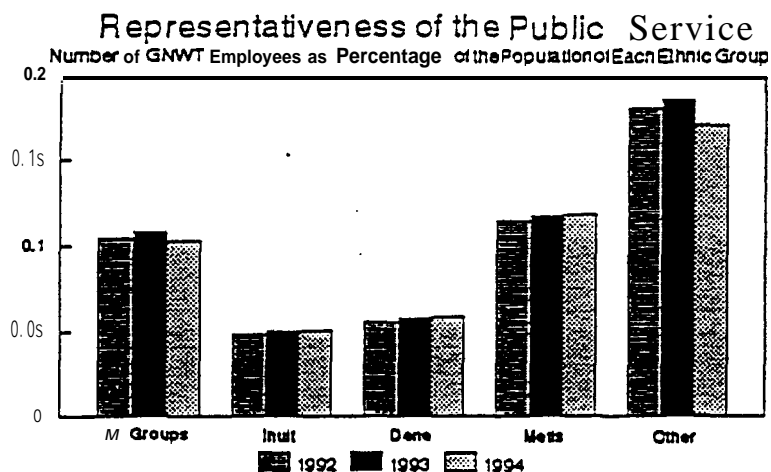


Table 8.1
GNWT Indigenous Aboriginal Representation, 3 Year Data

DEPARTMENT	1992			1993			1994		
	% Inuit	% Dene	% Metis	% Inuit	% Dene	% Metis	% Inuit	% Dene	% Metis
Executive	24%	6%	8%	33%	6%	7%	33%	8%	6%
Legislative Assembly	18%	0%	9%	19%	3%	9%	13%	3%	6%
FMBS				10%	6%	6%	9%	7%	7%
Personnel	19%	7%	10%	25%	10%	18%	31%	9%	17%
Finance	7%	5%	6%	0%	3%	5%	0%	3%	3%
inter-Governmental & Aboriginal Affairs				0%	5%	18%	0%	7%	17%
Government Services									
Culture & Communications									
MACA	14%	6%	9%	14%	6%	9%	15%	6%	8%
Transportation	6%	10%	16%	7%	11%	16%	9%	10%	16%
Public Works	18%	7%	11%	20%	7%	12%	21%	8%	13%
Social Services	20%	11%	11%	19%	12%	12%	22%	12%	11%
Renewable Resources	7%	27%	13%	9%	28%	14%	28%	28%	16%
Energy Mines & Petroleum Resources	0%	4%	9%	0%	4%	8%	0%	4%	4%
Economic Development & Tourism	14%	6%	7%	14%	3%	7%	13%	4%	8%
Education, Culture & Employment	21%	11%	10%	17%	10%	11%	16%	9%	10%
Safety & Public Services	0%	6%	12%	1%	5%	15%	1%	7%	13%
Justice	9%	8%	14%	9%	9%	14%	8%	8%	14%
Health	3%	3%	6%	5%	5%	6%	7%	4%	4%
Health Services									
Arctic College	12%	4%	9%	12%	4%	8%	11%	4%	7%
Baffin Div Board of Education	49%	0%	0%	49%	0%	0%	48%	0%	0%
Eastern/Delta Div Board of Education	22%	11%	3%	23%	12%	4%	21%	13%	4%
Board of Secondary Education	0%	0%	1%	0%	0%	2%	0%	0%	2%
Inuvik Schools									
Deh Cho Div Board of Education	0%	45%	5%	1%	43%	1%	1%	41%	2%
Dogrib Div Board of Education	0%	40%	4%	0%	30%	2%	0%	26%	3%
Keewatin Div Board of Education	53%	0%	0%	55%	0%	0%	54%	0%	0%
Kitikmeot Div Board of Education	45%	0%	0%	46%	0%	0%	43%	0%	0%
Santlu Divisional Board of Education	2%	41%	12%	1%	44%	7%	3%	39%	5%
South Slave Div Board of Education	2%	10%	14%	2%	13%	11%	1%	11%	12%
Baffin Regional Health Board	39%	0%	1%	35%	0%	1%	35%	0%	0%
Fort Smith Health Centre	0%	10%	22%	0%	11%	25%	0%	12%	27%
Inuvik Regional Health Board	17%	13%	6%	17%	14%	3%	15%	15%	3%
Keewatin Regional Health Board	42%	1%	1%	41%	1%	1%	45%	1%	1%
Kitikmeot Health Board	50%	0%	0%	45%	0%	0%	44%	0%	0%
Mackenzie Regional Health Board	0%	31%	7%	0%	29%	6%	0%	30%	7%
Stanton YK Hospital	1%	1%	3%	1%	1%	4%	1%	3%	3%
NWTHC	11%	5%	7%	7%	6%	9%	6%	5%	9%
Workers Compensation Board	0%	9%	7%	0%	7%	7%	2%	5%	8%
TOTAL	17%	9%	8%	17%	9%	8%	17%	9%	8%

Table 9.1

REGION	1992			1993			1994		
	Inuit	Dene	Metis	Inuit	Dene	Metis	Inuit	Dene	Metis
Headquarters	3%	5%	8%	3%	5%	8%	2%	6%	8%
Fort Smith/Simpson	1%	25%	19%	1%	24%	20%	1%	23%	20%
Inuvik	17%	17%	8%	18%	19%	7%	18%	19%	7%
Baffin	42%	0%	0%	42%	0%	0%	41%	0%	0%
Keewatin	52%	0%	1%	50%	1%	1%	50%	0%	2%
Kitikmeot	49%	0%	1%	46%	0%	0%	44%	0%	1%
Total	17%	9%	8%	17%	9%	8%	17%	9%	8%
GNWT Staff as Percent of Groin's Population	4.8%	5.6%	11.8%	5.1%	5.8%	12.2%	5.1%	6.0%	12.1%

Information obtained from GHRS Reports 368, Dec 31, 1992, 1993, 1994, & Stanton.
Population Information obtained from NWT Bureau of Stats 1991 Estimates

Ethnic and Gender Representation in Various Occupational Categories.

Table 10 shows the distribution of the of the major groups by occupational categories over a 5 year period. This table shows that the aboriginal groups have been poorly represented in the management and technical occupational categories, but there has been a major increase in the number of aboriginal employees in the professional category. Further analysis has revealed that this increase can be largely attributed to the increase in female Inuit teachers (see below).

As figure 11 below shows, unlike their non-aboriginal counterparts, aboriginal employees tend to be concentrated in four main occupational categories. The representation of each ethnic group in each occupational category is shown in figure 12 below-

Figure 11
Distribution of Aboriginal Personnel in Occupations (1994)

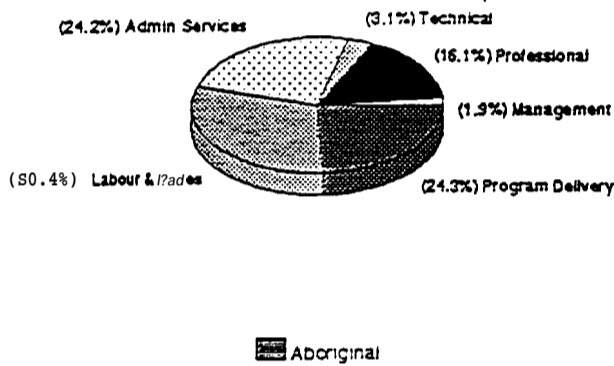


Figure 12
Distribution of Non-aboriginal Personnel in Occupations (1994)

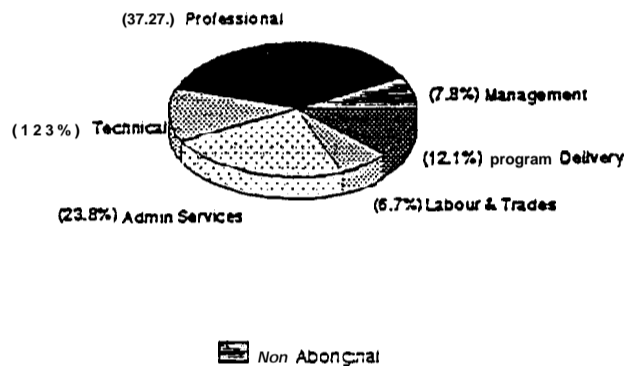


Figure 13

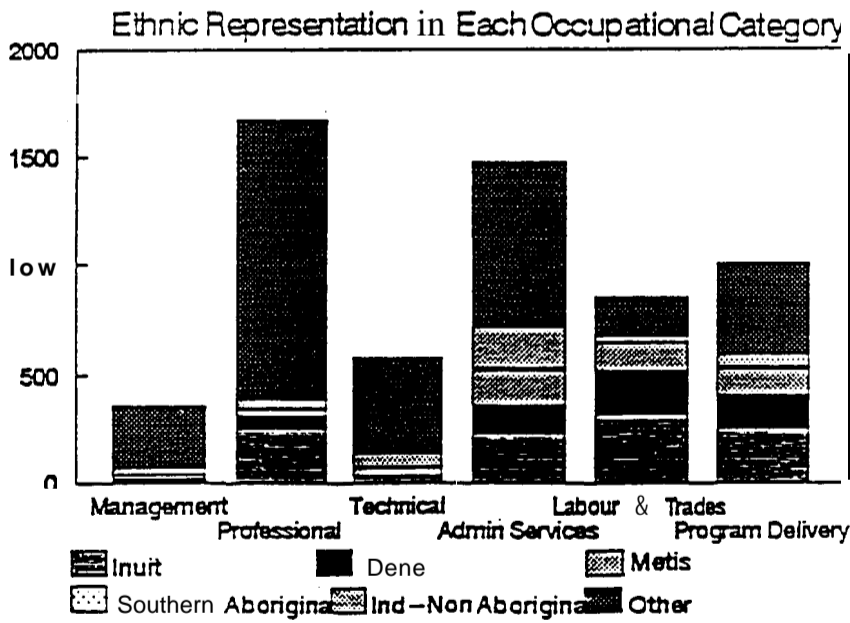


Table 10
Aboriginal Employment by Employment **Category** 1990 to 1994

Occupational Category Aboriginal Employment	1990	1991	1992	1993	1994
Total Management	350	386	374	399	364
Aboriginal in Management Percent of Total	28 8.0%	34 8.8%	45 12.0%	48 12.0%	42 11.5%
Total Professional	1217	1485	1581	1760	1885
Aboriginal in Professional Percent of Total	157 12.9%	199 13.4%	276 17.5%	330 18.8%	355 18.9%
Total Technical	443	683	614	561	575
Aboriginal in Technical Percent of Total	37 8.4%	83 12.2%	66 10.7%	65 11.6%	74 12.9%
Total Administrative Services	1435	1538	1506	1519	1507
Aboriginal in Administrative Service Percent of Total	419 29.2%	528 34.3%	534 35.5%	529 34.8%	538 35.7%
Total Labour & Trades	783	1048	982	983	935
Aboriginal in Labour & Trades Percent of Total	529 67.6%	700 66.8%	668 68.0%	678 69.0%	664 71.0%
Total Program Delivery	1050	993	991	1028	1025
Aboriginal in Program Delivery Percent of Total	589 56.1%	536 54.0%	523 52.8%	550 53.5%	537 52.4%

Information for 1994 is yet to be confirmed with departments

N/B

Management **include** **Hay Plan** and non **PaY Plan** Managers

Professional **includes** Teachers, **Nurses, architects** etc. "

Technical **include** **Policy Officers**, Program Evaluation **officers** etc

Administrative Services **include** **Secretaries**, finance and Admin Officers etc

Labour and Trades **includes** **Certified** and non **Certified Tradespersons** etc

Program Delivery **includes** Renewable Resource **Officers**, Economic Development **Officers** etc

As mentioned above, **aboriginal employees** tend to **concentrate** in **some** occupational categories. To **further** investigate this **trend**, the data for 1994 was analyzed to divide some **occupational groups** further. **Thus**, the occupational category of **Administrative Services** was divided into administrative Officers and **administrative support** (*Clerks, Secretaries, etc.*), since the skills **required** differ for the two sub-groups. The **same** logic was used to separate **labour from trades**, while teachers were **extracted** from other professional groups.

The **information is also** divided into the **various** ethnic groups with gender information provided, **as shown** in table 11.

A **basic observation** in this **table** is that **all** aboriginal groups are **under** represented in occupations that **require** a high level of **training /skill** sets. Therefore **particular** attention needs to be paid **here** when **designing** training programs. Further, the **male/female** ratio of employees **appears** skewed especially for **Aboriginal groups**. For example, **whereas** Inuit **female** employees are **fairly well** represented in the Professional and **Administrative Services** categories (mostly Teachers & *Clerks/Secretaries*), the number of Inuit **male** employees in these, and indeed **all** occupational categories is **very** low. This information **correlates** with the information on **school** enrolment/completion rates of **male** and **female** students in the Aboriginal population. But the **current** labour force survey shows the **job** participation rate of **male** Inuit to be quite high. It is **also** noteworthy that the number of Inuit **teachers** appears to be substantial. The **increase** in the graduation rate and in the **absolute** number of Inuit students in high schools has been **attributed** to this **trend**.

Figure 14 shows the gender distribution of **employees**. This figure shows that although the number of **female** employees is greater, **there** appears to be a large concentration of each **group** within **certain** occupational categories.

Figure 14

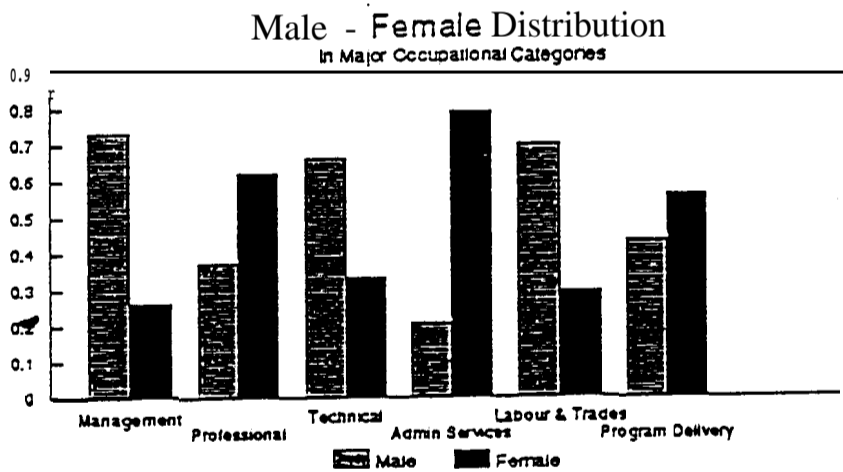


Table 41
 GNWT Personnel Distribution for 1994
 Occupational Categories and Ethnic Groups are Subdivided

Ethnic Group Male/Female	OCCUPATIONAL GROUP											Total
	Management		Professional		Technical Admin Services			Labour & Trades			Prog Del	
	Man Plan	Man gen	Prof. Officer	Teache	Tech Officer	Officer	Clerical Support	Labour	Trades	Apprentic	Prog. Del. Officer	
Inuit	10	2	19	236	24	41	186	95	205	22	255	1095
Male	5	0	3	43	15	9	23	62	104	21	89	374
Female	5	2	16	193	9	32	163	33	101	1	166	721
Dene	7	2	8	52	12	26	108	15	79	6	153	568
Male	3	0	2	3	8	7	5	96	48	5	49	226
Female	4	2	6	49	4	19	103	19	31	1	104	342
Metis	17	1	13	13	31	50	113	34	86	8	120	486
Male	13	1	8	2	17	9	14	26	66	6	52	214
Female	4	0	5	11	14	41	99	8	20	2	68	272
Southern Aboriginal	2	0	3	2	7	6	7		3	0	11	42
Male	2	0	1	1	3	2	0	1	1	0	3	13
Female	0	0	2	1	4	4	7	0	2	0	8	29
Ind Non-Aboriginal	30	3	19	24	61	73	109		17	0	57	400
Male	25	2	13	8	46	31	13	2	17	0	34	191
Female	5	1	6	16	15	42	96	5	0	0	23	209
Other	212	71	529	754	441	361	407	3	142	0	412	3362
Male	168	47	214	331	292	171	33	27	116	0	215	1614
Female	44	24	315	423	149	190	374	6	26	0	197	1748
TOTAL GNWT	293	79	591	1081	576	542	930	285	532	36	1008	5953
Total Male	223	50	241	388	381	221	88	214	352	32	442	2632
Total Female	70	29	350	693	195	321	842	71	180	4	566	3321

N/B There is a slight variation between information contained in this table and those in other tables.
 Information Obtained from GHRIS Extract, Dec 31 1994.
 Does not include Data from Stanton YK Hospital