Supporting Kitikmeot Inuit Workforce Readiness and Success in the Major Projects Sector

STRATEGY SUMMARY (2022-2027)

About this Strategy

This document provides an overview of the key components of the Kitikmeot Inuit Workforce Readiness and Success Strategy (2022-2027). The strategy was developed by organizations that support Inuit employment and employers in the Kitikmeot region of Nunavut. Kitikmeot Corporation acted as the sponsor to bring participants together to develop the strategy. The strategy development process was informed by a discussion paper that summarized findings from engagement and a review of documents.

Why the Need for a Strategy in the Major Projects Sector?

There are a growing number of employment opportunities available for Kitikmeot Inuit. In the public sector, there has been significant coordinated effort to advance strategies and action plans to support Inuit in preparing for and participating in public sector jobs over the past 20 years, stemming from the employment targets outlined in Article 23 of the Nunavut Agreement. In the private sector, effort to support Inuit employment has been undertaken through the practices of individual organizations, but there has been little coordination and no formal strategy to prepare the local workforce for this sector.

Agnico Eagle Mine's Hope Bay mine site and Sabina Gold and Silver's Back River Gold mine site are two major projects that are expected to offer employment opportunities in the region in the next few years, particularly once COVID-19 restrictions are lifted. In the future, employment at major infrastructure projects (such as Grey's Bay Port and Road) will create future employment opportunities with similar skill requirements to mining projects.

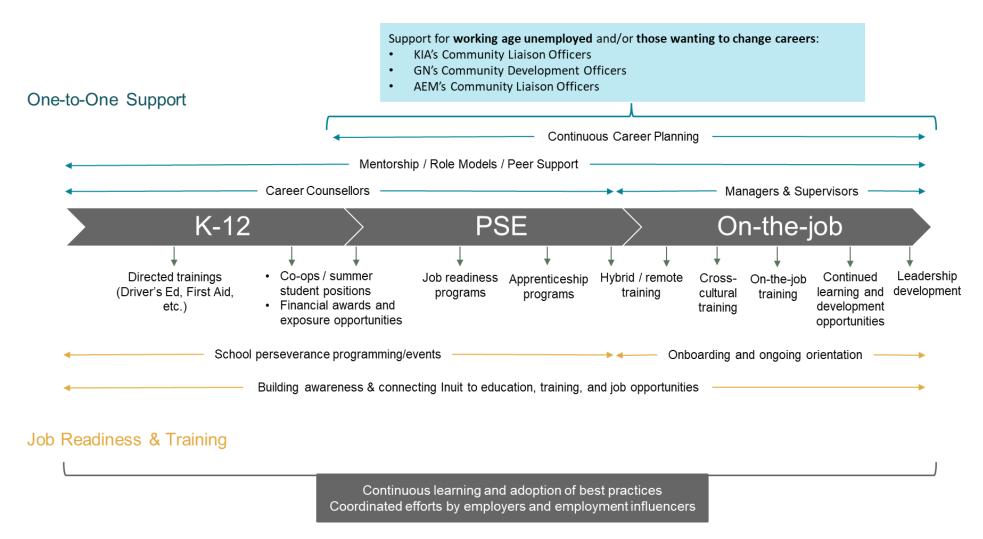
Jobs available for Public sector Private sector Kitikmeot Inuit: Hamlets, Government of Nunavut, Particularly in: Major projects sector Government of Canada Kitikmeot Inuit are seeking jobs: Significant coordinated effort Efforts to prepare Effort by individual employers and (strategies and action plans) the local workforce: employment influencers has varied over 20+ year time horizon Coordinated and partnership-based strategy focused on workforce readiness and success Opportunity: aligned with existing and future employment opportunities (mining / major projects sector)

This strategy draws on the success and lessons of the strategic approach used in the public sector (multi-party coordination) to support workforce readiness and success.

This coordinated strategy is an important next step toward supporting Inuit workforce readiness in the major projects sector in the Kitikmeot region.

The Workforce Readiness and Success Journey

Workforce readiness and success can be understood as a journey that begins as youth start to learn about employment opportunities and continues into adulthood. As an individual moves through the K-12 education system, they may or may not choose to pursue post-secondary education (PSE) before deciding to enter the workforce. There are many roles involved in shaping and delivering the supports and initiatives that enable an individual's workforce readiness and success along this continuum. These supports and initiatives can generally be grouped into two categories: one-to-one supports (e.g., mentorship, career development services) and job readiness and training initiatives (e.g., summer student positions, on-the-job training).



Focus Areas

In determining how to focus the priorities under this strategy, the partners considered five areas that support Kitikmeot Inuit workforce readiness and success:

Supporting Inuit Families and Communities

Improving social conditions: Ensuring basic needs are met, such as housing, health, and childcare, as a pre-cursor to one's ability to work

Employer support for family and community well-being: Having access to employer-led family / community initiatives, such as high-speed internet access to connect with family while at work and support groups for families of employees

Creating the Conditions for Inuit to Participate in Entry-Level Jobs

K-12 education completion:

Ensuring Inuit have the necessary numeracy and literacy skills to apply for and hold entry level jobs

Youth job awareness and exposure: Enhancing awareness of job opportunities and career pathways earlier in life

Job readiness: Supporting the development essential skills required to apply for and retain a job in the wage economy

Creating the Conditions for Inuit to Participate in Beyond Entry-Level Jobs

Availability of and access to advanced training and education: Increasing readiness / eligibility for semi-skilled, skilled, professional and management jobs through formal education and training

Employer-based training and supports: Increasing readiness / eligibility for beyond entry level jobs through applied learning and training on-the-job

Connecting Inuit to Jobs

Bridging job opportunities and the working age population: Sharing job information and supporting individuals through the application process

Accessibility of jobs:

Reducing unnecessary barriers to work (e.g., rethinking job requirements, enabling applications through multiple channels, streamlining pre-employment testing)

Ensuring Employment Opportunities Support Inuit Success

Comfortable and supportive work environment:

Facilitating two-way learning and communication between employers and employees, such that both parties feel respected and understood

Job learning and development support:

Building ongoing learning and career development into jobs to enable the long-term success and/or career progression of employees

Strategy Partners and Roles

Workforce readiness and success is not a topic that can be effectively addressed alone, and many partners, including employers and employment influencers, must work together. The table below outlines the range of partners who have come together to support this strategy, as well as their roles in supporting Inuit workforce readiness and success in the major projects sector.

	Role in Supporting Kitikmeot Inuit Workforce Readiness and Success	
	Kitikmeot	Supporting the 25 companies that KC owns or partner-owns (through joint ventures) as they work to increase Kitikmeot Inuit
	Corporation	employment
	Kitikmeot Inuit	Setting the Inuit employment terms and conditions major project companies must follow through Inuit Impact Benefit
	Association	Agreement negotiation and implementation
		Managing, monitoring, tracking, reviewing and communicating regarding IIBA implementation by the companies,
Employment influencers		contractors and subcontractors to foster and support ongoing successes in their delivery of IIBA commitments related to
		training and employment
		Creating the conditions for Kitikmeot Inuit to participate in jobs through the provision of training programs, career
		development services, and wrap-around support
		Connecting Inuit to jobs through direct outreach (Community Liaison Officers)
	Government of	Creating the conditions for Kitikmeot Inuit to participate in jobs through family services and programs
	Nunavut -	Connecting Inuit to training and employment opportunities (Community Development Officers)
	Department of	Setting policies / legislation to help strengthen Inuit skills and workforce readiness (e.g., the Apprenticeship Act)
Ë	Family Services	
Ш	Nunavut Arctic	Creating the conditions for Kitikmeot Inuit to participate in beyond entry-level jobs by generating awareness of career paths
	College	and providing education and training programs
	Kitikmeot Chamber	Supporting the Kitikmeot business community as it works to increase Inuit employment through the provision of business
	of Commerce	planning and leadership development, etc.
	Kitikmeot	Supporting the Kitikmeot business community as it works to increase Inuit employment through the provision of training and
	Community Futures	skills development courses, etc.
	Inc.	
	Major Project	Creating the conditions for Kitikmeot Inuit to participate in jobs through pre-employment/job readiness training
	Companies	Connecting Inuit to jobs through KIA and direct outreach (Community Liaison Officers)
<u>S</u>		Encouraging the success of existing Inuit employees by creating a comfortable and supportive work environment, and
oye		through the provision of on-the-job learning and development support
Employers	Major Project	Creating the conditions for Kitikmeot Inuit to participate in jobs through pre-employment/job readiness training
ш	Contractors	Connecting Inuit to jobs through KIA and direct outreach
		Encouraging the success of existing Inuit employees by creating a comfortable and supportive work environment, and
		through the provision of on-the-job learning and development support

A Vision for Inuit Workforce Readiness and Success in the Kitikmeot Region

Through this strategy, the partners will combine their strengths to achieve a shared longer-term vision for Kitikmeot Inuit workforce readiness and success. The desired outcomes of the strategy are outlined below.

	Within 5 years	Within 10 years	Within 20 years
Education	 Greater appreciation of education Students are more engaged in junior high / high school Students achieve a true grade 12 diploma 	 High school graduation rates increase Inuit are interested in and can easily access PSE 	
Employment journey	 Career conversations, guidance and mentorship are well established Skills development and employment opportunities are more accessible in the region Entry level jobs are more accessible to Inuit 	 Inuit have opportunities to progress (if they want to) Transferable skills enable employment mobility 	Inuit who want to be employed: • Have the necessary skills to succeed, and • Are meaningfully employed in fulfilling careers in areas of their choice
Wage economy	 Approaches to employment in the region reflect Inuit values and culture Inuit want to work Inuit are happy, comfortable, and confident in their employment Inuit employees have a sense of pride in their work and in the region 	 Employment of Inuit increases in the region Inuit manage and own businesses and play leadership roles in the economy 	

Coordinated Priorities

To act on all parts of the system that supports Inuit workforce readiness and success, the partners will work together to implement 10 coordinated priorities over the next five years, outlined in the figure below. The partners also acknowledge that there are actions employers can take individually as well. In addition to the strategy, partners have set out an action plan (living document) to guide their annual activities.

Supporting Inuit Families and Communities



Engage with organizations and agencies who have a role in supporting Inuit social well-being to identify opportunities to support policy and reduce barriers to Inuit employment in the major projects sector (e.g., as related to housing, mental health, etc.).

Creating the Conditions for Inuit to Participate in Entry-Level Jobs

- Model Inuit employment success stories and provide guidance to youth and prospective employees to inspire them and help them prepare for future employment (e.g., through mentorship and counselling).
- Coordinate to
 document, consolidate,
 and improve job
 readiness programs to
 ensure the programs
 have common objectives
 that meet the needs of
 Inuit and employers and
 avoid duplicative effort.

Creating the Conditions for Inuit to Participate in Beyond Entry-Level Jobs

- Strengthen access to trades training initiatives by ensuring sufficient availability and quality, addressing barriers, and reducing duplicative efforts of employers and employment influencers.
- Employ a dedicated resource to work with employers on strategic efforts, to ease capacity limitations and bring a more consistent, coordinated approach to support Inuit employees in the major projects' workforce.

Connecting Inuit to Jobs

- Expand career
 development services to
 enable employers and
 employment influencers to
 better assist individuals on
 their workforce journeys.
- Build a single,
 Kitikmeot-specific
 online employment
 portal for the major
 projects sector to make
 it easier for Inuit
 candidates and
 employment influencers to
 access career resources
 and connect to employers
 with relevant job
 opportunities.

Ensuring Employment Opportunities Support Inuit Success

- B Develop and deliver a single,
 Kitikmeot-specific cross-cultural
 awareness training course for use by all
 employers in the major projects sector, in
 collaboration with Inuit, to ensure the
 quality of the course and avoid duplicative
 effort.
- Gather the workforce experiences of prospective, current, and prior Inuit employees on an ongoing basis to inform employer efforts to support Inuit success.
 - Create a community of practice for employers to exchange information on the employment system, leading practices, and lessons learned to better understand ways to effectively foster Inuit comfort and success in jobs and build the talent pool for the major projects sector.

Ongoing Coordination and Learning

To deliver on these priorities, we will:

- Coordinate and leverage the strengths of our respective organizations to consolidate our efforts, employ consistent approaches, and pool resources (where possible)
- · Share information about the employment system, as well as leading practices and lessons learned