

# 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.

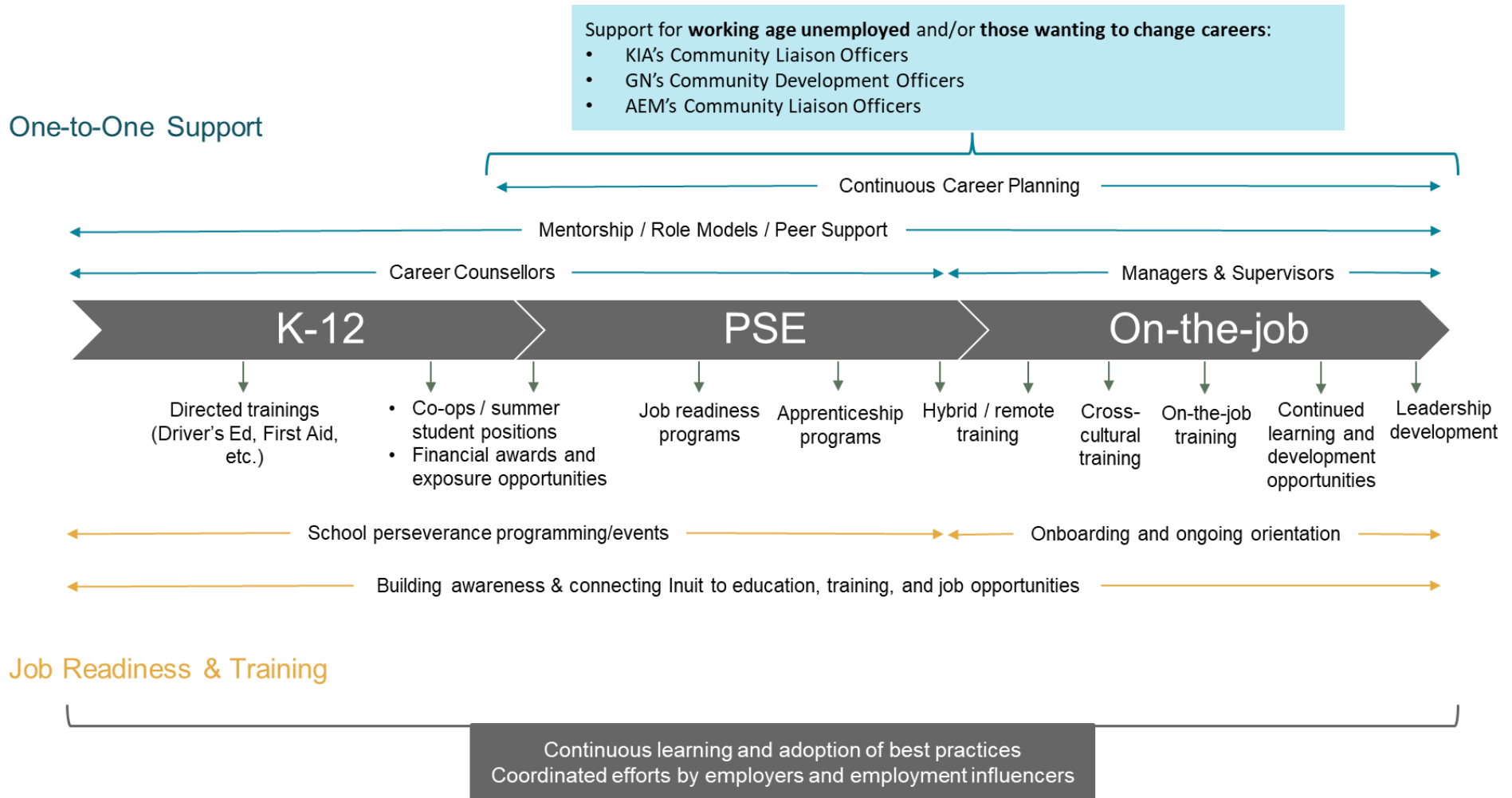
This strategy draws on the success and lessons of the strategic approach used in the public sector (multi-party coordination) to support workforce readiness and success.

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

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

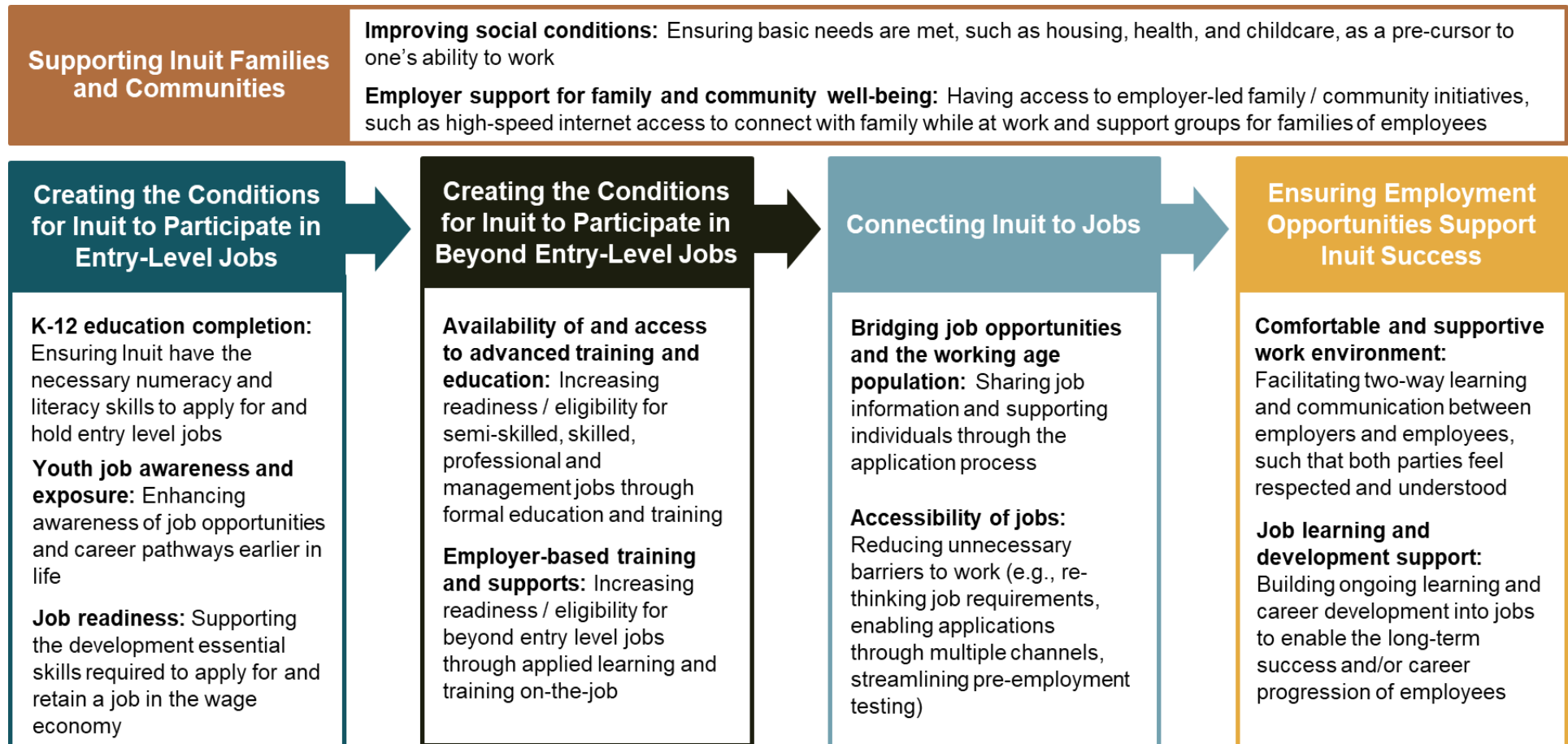
Workforce readiness and success can be understood as a journey that begins as youth start to learn about employment opportunities and continues into adulthood. As an individual moves through the K-12 education system, they may or may not choose to pursue post-secondary education (PSE) before deciding 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).



### Job Readiness & 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:



## 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.

	Partner	Role in Supporting Kitikmeot Inuit Workforce Readiness and Success
Employment influencers	Kitikmeot Corporation	<ul style="list-style-type: none"> <li>Supporting the 25 companies that KC owns or partner-owns (through joint ventures) as they work to increase Kitikmeot Inuit employment</li> </ul>
	Kitikmeot Inuit Association	<ul style="list-style-type: none"> <li>Setting the Inuit employment terms and conditions major project companies must follow through Inuit Impact Benefit Agreement negotiation and implementation</li> <li>Managing, monitoring, tracking, reviewing and communicating regarding IIBA implementation by the companies, contractors and subcontractors to foster and support ongoing successes in their delivery of IIBA commitments related to training and employment</li> <li>Creating the conditions for Kitikmeot Inuit to participate in jobs through the provision of training programs, career development services, and wrap-around support</li> <li>Connecting Inuit to jobs through direct outreach (Community Liaison Officers)</li> </ul>
	Government of Nunavut - Department of Family Services	<ul style="list-style-type: none"> <li>Creating the conditions for Kitikmeot Inuit to participate in jobs through family services and programs</li> <li>Connecting Inuit to training and employment opportunities (Community Development Officers)</li> <li>Setting policies / legislation to help strengthen Inuit skills and workforce readiness (e.g., the Apprenticeship Act)</li> </ul>
	Nunavut Arctic College	<ul style="list-style-type: none"> <li>Creating the conditions for Kitikmeot Inuit to participate in beyond entry-level jobs by generating awareness of career paths and providing education and training programs</li> </ul>
	Kitikmeot Chamber of Commerce	<ul style="list-style-type: none"> <li>Supporting the Kitikmeot business community as it works to increase Inuit employment through the provision of business planning and leadership development, etc.</li> </ul>
	Kitikmeot Community Futures Inc.	<ul style="list-style-type: none"> <li>Supporting the Kitikmeot business community as it works to increase Inuit employment through the provision of training and skills development courses, etc.</li> </ul>
Employers	Major Project Companies	<ul style="list-style-type: none"> <li>Creating the conditions for Kitikmeot Inuit to participate in jobs through pre-employment/job readiness training</li> <li>Connecting Inuit to jobs through KIA and direct outreach (Community Liaison Officers)</li> <li>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</li> </ul>
	Major Project Contractors	<ul style="list-style-type: none"> <li>Creating the conditions for Kitikmeot Inuit to participate in jobs through pre-employment/job readiness training</li> <li>Connecting Inuit to jobs through KIA and direct outreach</li> <li>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</li> </ul>

## 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	<ul style="list-style-type: none"> <li>• Greater appreciation of education</li> <li>• Students are more engaged in junior high / high school</li> <li>• Students achieve a true grade 12 diploma</li> </ul>	<ul style="list-style-type: none"> <li>• High school graduation rates increase</li> <li>• Inuit are interested in and can easily access PSE</li> </ul>	<p>Inuit who want to be employed:</p> <ul style="list-style-type: none"> <li>• Have the necessary skills to succeed, and</li> <li>• Are meaningfully employed in fulfilling careers in areas of their choice</li> </ul>
Employment journey	<ul style="list-style-type: none"> <li>• Career conversations, guidance and mentorship are well established</li> <li>• Skills development and employment opportunities are more accessible in the region</li> <li>• Entry level jobs are more accessible to Inuit</li> </ul>	<ul style="list-style-type: none"> <li>• Inuit have opportunities to progress (if they want to)</li> <li>• Transferable skills enable employment mobility</li> </ul>	
Wage economy	<ul style="list-style-type: none"> <li>• Approaches to employment in the region reflect Inuit values and culture</li> <li>• Inuit want to work</li> <li>• Inuit are happy, comfortable, and confident in their employment</li> <li>• Inuit employees have a sense of pride in their work and in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Employment of Inuit increases in the region</li> <li>• Inuit manage and own businesses and play leadership roles in the economy</li> </ul>	

## 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.

