

NITC STRATEGIC GOALS, 2004-2009

In August 2002, the Directors of the Nunavut Implementation Training Committee (NITC) initiated a Strategic Planning Process. After a year of consultation, research and discussion, the Board approved the following goals for the period 2004-2009. These goals will form the basis of NITC's strategic plan, and will provide guidance to staff in formulating their annual work plans.

1 LIFESPAN OF NITC

The Board has agreed that for the foreseeable future, there will be a need for an organization to support and promote training associated with the Land Claims implementation organizations and the government. This is because:

- There are significant training needs at every level within most DIOs and IPGs;
- The governments of Nunavut and Canada are falling behind in their efforts to achieve Inuit employment;
- NITC is required under the Claim to participate in every five-year Claim review process, in the review of Inuit employment and pre-employment training plans in government, and in other long-term, recurring processes.

FIVE-YEAR GOALS

1. Prepare and implement a five-year plan for the NITC, with the assumption that the NITC will carry on as a permanent organization.
2. Restore the capital of the Nunavut Implementation Training Trust to its 1993 purchasing power through fundraising, and to maintain it at at least that level.
3. Implement an annual planning and budgeting cycle that addresses Goals 1 and 2.

2 SCOPE OF NITC'S MANDATE

NITC's mandate is defined explicitly in the NLCA and Implementation Contract. Its obligations fall into three categories: initial set-up obligations activities, ongoing obligations, and recurring obligations.

These are:

Initial Set Up

- Participate in a detailed analysis of the labour force of the Nunavut Settlement Area to determine availability, interest and level of preparedness of Inuit for government employment. (Implementation Contract, 23.3)
- Develop guidelines for the expenditure of money from the Implementation Training Trust; (NLCA, 37.5.2)
- Direct the Inuit Implementation Training Study; (NLCA, 37.5.2)
- Establish principles to guide the development of the Implementation Training Plan; (NLCA, 37.5.2)
- Develop the Implementation Training Plan; (NLCA, 37.5.2)

Ongoing

- Participate in the development and implementation of Inuit employment plans, pre-employment training plans, and other training initiatives by the Government of Canada and the Government of Nunavut. (Implementation Contract, 23.4)
- Participate in the development and implementation of Government pre-employment training plans. (Implementation Contract, 23.5)
- Participate in the establishment and maintenance of support measures to enhance the potential of success for measures undertaken under Article 23. (Implementation Contract, 23.6)
- Establish consultative arrangements between Government and Inuit that ensure effective integration of training funded from the Implementation Training Trust with existing Government training programs (NLCA, 37.5.2)
- Be trustees of the Implementation Training Trust established under Part 8 and administer it as a charitable trust; (NLCA, 37.5.2)
- Oversee the fulfillment of the Implementation Training Plan; (NLCA, 37.5.2)

Recurring

- Provide the Implementation Panel with feedback on measures to correct deficiencies in the governments' pre-employment training programs and plans **every five years**. (Implementation Contract, 23.7)
- Arrange for an independent review of the operations of the NITC and the implementation of the Implementation Training Plan to be undertaken no later than the fifth anniversary of the date of ratification of the Agreement and at **least every fifth year** thereafter during the life of the Plan; (NLCA, 37.5.2) and

- Prepare an **annual** report on activities, including expenditures from the Implementation Training Trust, for the Implementation Panel (NLCA, 37.5.2).

NITC is not excluded by the Claim from taking on additional responsibilities to promote the advancement of Inuit through training in Nunavut. However, the organization's first priority is to fulfill its obligations under the Claim.

FIVE-YEAR GOALS

4. Ensure the establishment of Inuit employment plans and pre-employment training plans within the Governments of Nunavut and Canada that meet the standards described in the NLCA.
5. Strengthen NITC's in-house capacity to provide technical expertise to government and clients in the areas of training policy, planning, management, delivery and evaluation.
6. Establish the in-house capacity and procedures to identify, analyze and respond to legislative, program or policy initiatives that might impact on training for Inuit in Nunavut.
7. Establish a working "consultative arrangement between Government and Inuit that ensure effective integration of training funded from the Implementation Training Trust with existing Government training programs".

3 DEVELOPING THE IN-HOUSE TRAINING CAPACITY OF DIOS AND IPGS

In preparing the implementation training plan, NITC realized correctly that its resources would not permit it to become the primary training provider for all DIOs and IPGs. Instead, NITC decided to establish a system whereby each DIO and IPG would be supported in developing its own internal capacity to train. In effect, each Nunavut organization will become a training organization, defining their own training needs and implementing their own training plans, assisted by both funding and expertise from NITC.

FIVE-YEAR GOALS

8. Ensure that a system is in place within all DIOs and IPGs for conducting an annual training needs assessment, preparing an annual corporate training plan, and establishing long-term training plans for Inuit staff.
9. Develop a long-term training strategy to meet the needs of organizations too small to maintain in house training infrastructure.
10. Prepare an in-house training plan, policy and procedures at NITC, integrated into the annual planning/budgeting cycle.

4 DEVELOPING INUIT TRAINING AND CONSULTING EXPERTISE

NITC provides funding to organization to enable them annually to define their training needs, deliver training, and evaluate training. There is a need to develop as much indigenous expertise in the area of training management as possible. There will be a number of opportunities for training policy development, needs assessment, training design, and training delivery with NITC, within DIOs and IPGs, and with the Government of Nunavut: steps should be taken to ensure that the greatest possible proportion of that work is done by qualified Inuit.

FIVE-YEAR GOALS

11. Ensure that a significant degree of training consultation, design and delivery services are being provided to implementation organizations and governments by Inuit resource personnel and companies.

5 OUTCOME MEASUREMENT

Currently, NITC evaluates the impact of its training support through reaction sheets provided by workshop participants, through large-scale meetings with client groups, and through informal discussion. While this input has been useful, it has not provided NITC with clear measurement of the impact of its programs or funding support. Formal evaluations of NITC conducted to date have not assessed the organization's actual outcomes.

FIVE-YEAR GOALS

12. Establish goals, measurable objectives, and outcome statements for all NITC funding programs.
13. Establish the data collection systems required to monitor outcomes.
14. Incorporate outcome measurement into the annual NITC planning cycle.

6 DATA COLLECTION

NITC's original operating plans, and the Implementation Training Plan, was based on a comprehensive analysis of staffing and training needs among the DIOs and IPGs, conducted in 1993-94. While the broad approach outlined in the Implementation Training Plan is still valid, the specific needs of NITC's partner organizations must be constantly re-assessed to ensure that the organization is meeting real, actual, and current needs.

FIVE-YEAR GOALS

15. Collect and analyze information on an ongoing basis in order to provide an accurate assessment of the impact of NITC programs and services on Inuit employment and training in Nunavut.
16. Become recognized as the resource of choice on northern training issues and materials.

7 COMMUNICATIONS

NITC's overall role and approach to training has not been clearly understood by many in Nunavut. Many representatives from NITC's partner organizations and government officials felt that NITC should be directly delivering training programs, acting as a spokesperson for Nunavut on ALL training issues.

With the launch of its website, the publication of its first annual report, and the development of its electronic newsletter, NITC has taken important steps this year in promoting and explaining itself: the publication of NITC's strategic goals will also provide an opportunity for raising awareness among stakeholders.

FIVE-YEAR GOALS

17. Secure recognition for NITC as spokesperson for Inuit regarding training in Nunavut;

18. Enhance awareness by Governments, DIOs and IPGs, and the public at large of NITC's mandate, programs, plans and services.

7.1 Partnerships

NITC needs to define and clarify its relationship with other organizations or agencies involved in training, education professional development or Claims implementation in Nunavut. These include:

- Federal Departments with training mandates;
- Territorial Departments with training mandates;
- Training delivery agencies.

Through sustainable partnerships, NITC will:

- Supplement its own in-house expertise;
- Develop programs to meet needs that are shared by a large number of client groups;
- Achieve accreditation for training;
- Establish and maintain training standards for Inuit in Nunavut;
- Promote its goals, programs, services and accomplishments to a wider network;
- Remain abreast of recent initiatives and trends in legislation, regulation, Federal and territorial programs, and training development and technology;
- Ensure that Inuit needs and perspectives are represented and considered when partners' plans or policies are being developed;
- Minimize duplication and improve coordination of training efforts;
- Promote the development of a pool of expertise and resources for the benefit of clients;
- Harmonize the goals and objectives of all stakeholders providing or supporting training in Nunavut.

NITC will review its actual and potential partner organizations, define its goals for each partnership, and establish a strategy for achieving the desired results.

FIVE YEAR GOALS

19. Promote formal adoption of NITC training standards and principles by organizations delivering training for Inuit in Nunavut.
20. Establish effective partnerships, including meaningful participation in training policy, program development, and planning, with the appropriate Federal and Territorial Departments, and with educational and training institutions operating in Nunavut.

8 PROMOTING USE OF OTHER FUNDING SOURCES

NITC initially urged organizations applying for funding to show evidence of having sought funding from other sources. This was done for several reasons:

- Funding from NITC was not intended to replace, but to complement, training support from other sources such as HRDC: other federal funding programs for training are not to be “let off the hook”.
- NITC is instructed in the Claim to establish consultative arrangements between Government and Inuit that ensure effective integration of training funded from the Implementation Training Trust with existing Government training programs.
- NITC wanted to promote the concept of in-house training as a core part of the way DIOs and IPGs operate, not as an “add-on” contingent on NITC funding.
- Significant, long term corporate training plans may require more funding than NITC can provide, necessitating integration of training funding from several sources.

This requirement has been relaxed in recent years in order to encourage organizations to access NITC funds. It was recognized that many of NITC’s partner organizations lack the capacity and experience to fundraise for training. However, it remains critical that, in the long term, NITC’s partner organizations reduce their dependence on NITC as their exclusive source of training funds, and develop other training resources.

FIVE YEAR GOAL:

21. Ensure that DIOs and IPGs are committing an appropriate percentage of annual budget to training, supplemented by funding from NITC.
22. Ensure that DIOs and IPGs are committing resources from core or other funding equal to the contribution received from NITC.