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**Department of
Education**



**Business
Plan**

2003-2004

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INTRODUCTION

The Department of Education is the single largest department within the Government of Nunavut in terms of budget and staff. The range of responsibilities is vast, incorporating early childhood activities, schools, post secondary, income support and adult learning. This broad range of activity means that the Department affects the lives of many residents across Nunavut.

Our Mission

Education provides the path and guides the life long learning journey of Nunavummiut by providing excellence in education and training so that Nunavummiut benefit from their past and create their own future for a productive, prosperous society.

To deliver the excellence in programming implied by the mission, the Department will consult and work in close partnership with the residents of Nunavut: Elders, communities, schools, Nunavut Arctic College, Inuit and business organizations, other Government of Nunavut departments and other levels of government.

Our Vision

By the year 2020, the Department of Education envisions that:

Nunavut is a place where well-informed individuals and communities respond to the needs of individuals and families and exercise the responsibility for local decision-making.

Our Principles and Values

Nunavut Education has a responsibility to deliver education to the people of Nunavut taking the best of the past and today. Contact with other cultures has brought dramatic changes for Inuit. These changes have raised many questions and issues about what is best, how to live, and what it means to be Inuit. Traditional beliefs, values, knowledge and skills are still felt to be important to the communities and the elders would like them passed on through the schools. As more Inuit teachers have graduated and some resources developed, this has started to happen but there still is a huge need.

The Government of Nunavut established major goals and priorities by the year 2020. Inuit language and culture are the basis of this vision. The Department of Education is one of the core departments that will bring about this change from a southern style to one that is suited to Nunavummiut. Some of this will happen through teacher training and development, curriculum and resource development, post-secondary education, training and skills development within Nunavut by Inuit in their language and through their culture but still respectful of others.

Every organization is guided by a set of principles, values and beliefs that shape the decisions of the organization. The Department of Education has established twelve guiding statements to guide departmental efforts. In this we believe that:

- Nunavummiut have a strong sense of belonging – to the land, to family, to a community – and are guided by a deep sense of knowing who they are and where they come from.
- Nunavummiut can learn and communicate in their language.
- Everyone’s learning is based on and flows from an Inuit Qaujimajatuqangit foundation of culture, history, traditions, heritage, and language.
- Nunavummiut recognize and respect the importance of learning as it allows citizens to take charge of their lives.
- Nunavummiut recognize the importance of the different kinds of learning; learning in the classroom is important as is learning on the land, as is learning in the community, as is learning from family members, elders, and others, as is learning in the workplace itself.
- Nunavummiut have opportunities at all stages of their lives to learn what they need to know to survive, mature, and contribute to their community and family.
- Recognizing that parents have the right and responsibility to nurture, support and have a say in their own and their children’s education, Nunavummiut take personal responsibility for their own learning and their children’s learning.
- Nunavummiut, with differing worldviews, understand and believe that Nunavut is a part of a larger worldview and welcome ongoing preparation to live in that changing global environment.
- Partnerships are encouraged within the education system. Students, parents, elders, teachers and school staff, trustees, government departments, the public and industry must work together to continually improve the education system.
- All students have a right and a responsibility to participate fully in learning opportunities and to contribute to an orderly and safe learning environment and, in appropriate circumstances, participate in decisions that affect their schools.
- The strength of communities is grounded in Inuit Qaujimajatuqangit and a commitment to educational leadership
- A multilingual environment enriches the community experience.

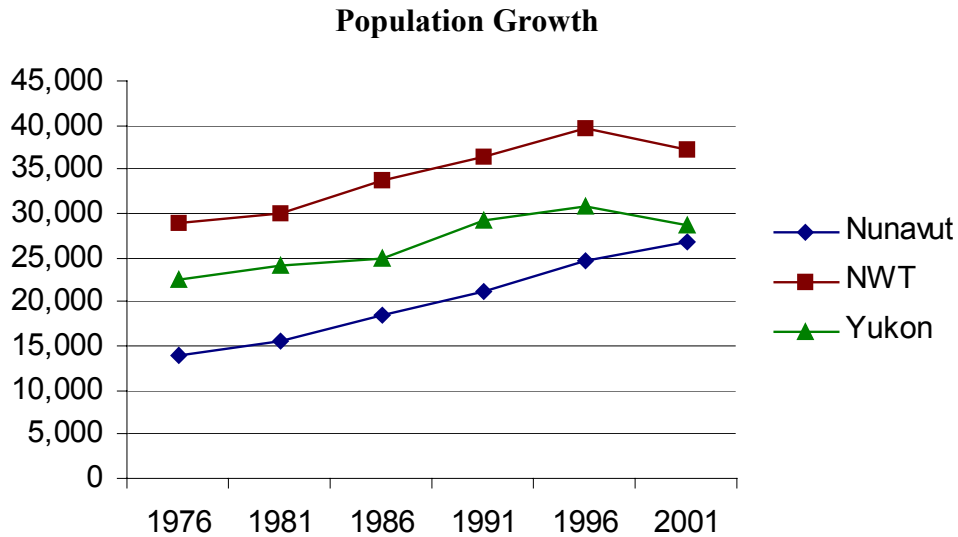
ENVIRONMENTAL SCAN

There are many factors that shape the development of programs and services delivered by the Department of Education. Economic and social change, population shifts, and educational needs all impact on the direction of programs and services. By looking at the past and comparing it to the present, the Department can anticipate change and plan for the future. This awareness of our environment allows us to be ready for the opportunities and challenges that lie ahead.

Population

The population of Nunavut has grown rapidly during the past twenty-five years. Between 1976 and 2001, Nunavut experienced an 80% increase in base population; by comparison, the Western NWT experienced an increase of 37.5% during the same period.

Nunavut's population is growing at a rate that will continue to exert pressure on all social programs and shows little sign of slowing down. With the downturn of resource-based industry in the Yukon and Nunavut's continued growth, Nunavut is expected to surpass the Yukon in total population in the near future.



Source: Dept of Education

The demographics of Nunavut are very different than the rest of Canada. Canada as a whole is an aging society while Nunavut is and will continue to be a young society. Nunavut will require, over the next years, similar programs and services that southern Canada experienced during the 1960's and 1970's as the "baby boomers" came of age.

	Under 19 Yrs	20 – 64 yrs	65 yrs Plus
Nunavut	47%	51%	2%
Canada	26%	61%	13%

Source: 2001 Census

Nunavut remains predominantly an Inuit society. The 1996 Census of Canada reveals that Inuit make up 83% of the population while other Aboriginal groups equal 0.9%. The remaining 16.1% are non-aboriginal. The relative homogeneity of the population allows Education to focus on the delivery of programs and services for Inuit while meeting the needs of all other residents of Nunavut.

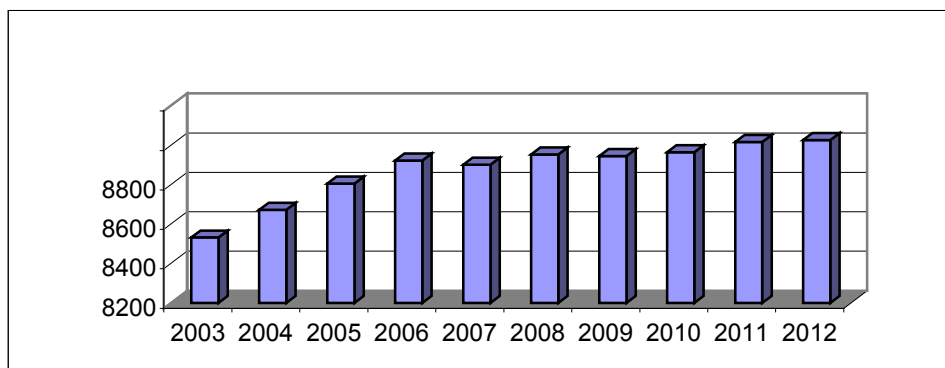
Education Levels

Education levels within Nunavut have shown significant improvement over the last twenty years. The number of individuals with less than a grade 9 education continues to improve in our favour. While young people are staying in school longer thereby reaching higher education levels, graduation rates from Grade 12 and University remain below national averages.

Education and training will be the key to providing residents with the necessary skills to take advantage of emerging opportunities. While education trends are improving, the projected need for individuals with a high level of education to fill employment needs by the year 2008 will be addressed and monitored by the Department.

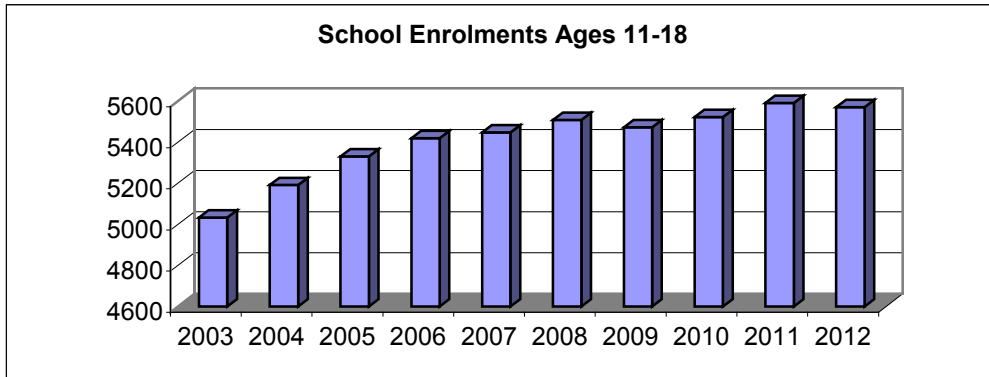
School Enrolments

Enrolment in Nunavut schools continues to increase each year and this pattern will continue. The continued high birth rate, availability of local high school programs and increased public awareness will combine to maintain a 3% growth in enrolments each year for the next four years and then growth will occur at a slower rate for the five years 2007-2012.



Source: Dept of Education

Over the last five years, the number of children born each year has levelled off with approximately 691 each year. This will result in a stabilizing of the number of children between the ages of 6 and 10 over the next ten years. However, overall school enrolments will continue to rise as the number of students in the 11 to 14 and 15 to 18 age range increases over the next ten years

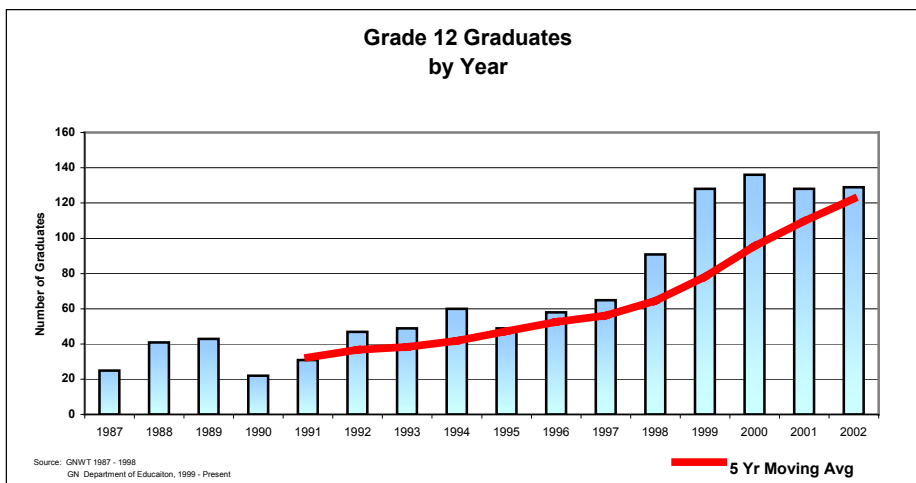


Source: Dept of Education

Students enrolled in the elementary grades are moving through the school system. This will shift the pressure on schools from the early grades to the middle and senior high school sections across Nunavut. There will be an increased strain on fiscal resources, as additional resources will be required to maintain levels at the elementary grades and meet the growing needs of middle and senior high classes.

High School Graduates

The number of High School graduates each year since 1999 has been steady and shows a marked improvement from ten years ago. This growth has been supported by a number of actions.



First, the grade extension program where community schools have been gradually extended to include grade 12 programs has been successful. Secondly, students recognize that more opportunities exist within Nunavut for those that have a grade 12 diploma than for those who have not completed high school.

Though the current trend is promising, much remains to be done to ensure that Nunavut reaches national levels of grade 12 graduation. Increasing the number of high school graduates will be required if we are to fulfill our commitment to Nunavummiut.

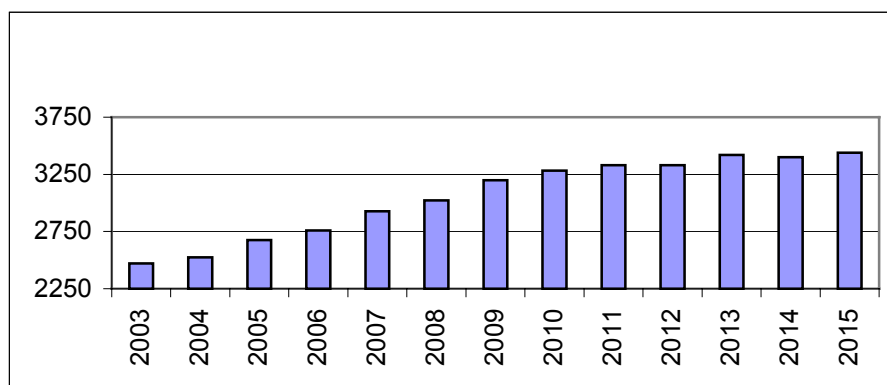
In addition to the increase in the overall number of high school graduates, data on the age of graduates indicates that Nunavut is approaching national levels. For the past two years, over 50% of graduates are 18 years or younger upon graduation from high school. This indicator will allow Nunavut to monitor the extent to which its school policies are effective.

	1999/00	2000/01	2001/02
Average Age (Yrs)	19.4	19.3	18.9
Total Graduates	134	128	131
Age 18 or less	51	71	71
% Age 18 or less	38.1%	55.5%	54.2%

Source: Department of Education

Post-Secondary Enrolments

The increase in the number of young people moving through the school system over the past ten years will now start impacting programs and services directed at the post secondary area. The number of people in the age range of 19 to 23 will increase dramatically over the next ten years.

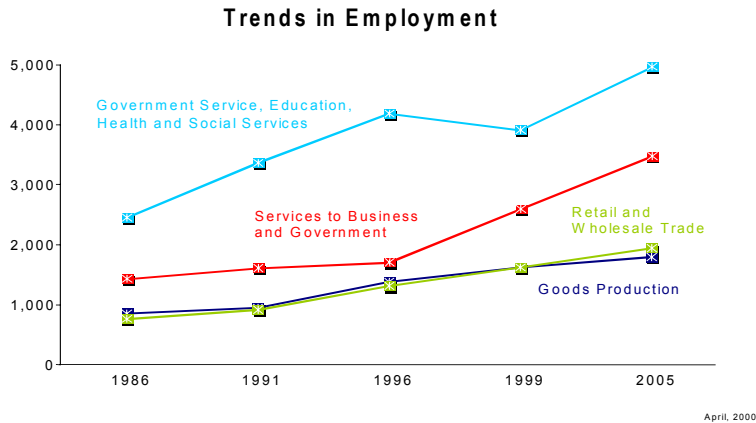


Source: Dept of Education

The need for additional resources to address the demands of this group will grow. These needs include early childhood services, financial assistance for students, training and employment services.

Labour Force Trends

Government will continue to be the single largest employer within Nunavut for the next five years. The projected growth in government employment levels reverses the three-year decline from 1996 through 1999.



Source: Dept of Education

While the three levels of Government offer employment potential, the private and traditional sectors offer the best opportunity to increase the number of jobs available across Nunavut. The Government alone will not be able to sustain the employment requirements that a rising labour market will demand.

Over the next ten years, Nunavut can expect rapidly rising numbers of young adults entering the job market. The 19-23-age cohort will increase by 22% over the next five years and by 38% over the next ten years. Training and employment prospects are excellent, however, the availability of employment for this age cohort will be a challenge.

Wage employment possibilities exist in two categories; new jobs and replacement of southern workers. Current levels of Inuit employment within government are at 43%. Inuit replacement of southern workers within government over the next ten years will account for approximately 1000 jobs. This will not be sufficient to offer employment to the rapidly rising labour market pool of 19-23 year olds and address the overall unemployment picture of those over the age of 24.

Job creation within the private sector, especially in those areas that provide support and services to Government and Business, retail sales and within the traditional economies offer the best opportunities for substantive growth. Job replacement in the trades sector, especially in the construction industry, offers potential. The increasing shortage of skilled workers across Canada will provide training and employment opportunities for Inuit to assume these occupations.

Creating new jobs will raise issues that are beyond the Department of Education's control. The location of employment opportunities may result in young adults

migrating to other communities to find employment. The 2001 Nunavut Household Survey conducted by the Nunavut Bureau of Statistics revealed that 64% of 15-24 year olds indicated that they were willing to move to another community for a job or better job. This could result in a population shifts between communities.

Critical Issues

Nunavut faces many challenges and the Department of Education recognizes these challenges and believes the following to be the major issues facing the Department over the next years.

- Nunavut has a young and rapidly growing population.
- Education and skill levels of the population are below those needed to meet the cultural and practical needs of the people of Nunavut.
- Creating Adult Learning and Post Secondary systems that meet the personal, community and territorial needs of Nunavut residents and provides individuals with options for living and work is a major issue.
- The creation of new jobs is not keeping pace with growth in job market participants.
- Increased departmental competition for scarce financial resources.

CORE BUSINESS

It is recognized that the Department of Education is the largest department within the Government of Nunavut. As such, the following descriptions are overviews of departmental activity. It should be noted that the “Lines of Business” presented here are not the same as the operational, structural and budget accountabilities that exist within the Department for the delivery of any particular program or service.

For example, budget accountability for the delivery of Income Support payments rests with the three Directors of Career and Early Childhood Services in Pangnirtung, Rankin Inlet and Cambridge Bay. However, for the purposes of the Business Plan, all aspects of Income Support, delivery, policy and compliance are grouped together as a “line of business”. Therefore, care should be taken when linking activity presented in this business plan to the Department of Education 2003 – 2004 Main Estimates that present the actual appropriation by branch.

The programs of the Department of Education are described, below, within seven lines of business:

- Early Childhood Education
- K-12 Schools
- Post Secondary
- Adult Programs
- Income Support
- Public Libraries
- Administrative Support Services

Early Childhood Education

The early childhood years are the critical foundation upon which lifelong learning builds. It is in the early developmental period that key factors such as prenatal health, nutrition, stimulation and language become important indicators for future development.

Objectives

- Support families as strong places for Early Childhood development and for the development of language and culture, values and beliefs.
- Promote awareness of Early Childhood issues within communities
- Promote effective parenting, based on the child-rearing approaches within Inuit Qaujimagatunqangit.

Programs	Main Estimates (\$000)	2002-03	2003-04
Healthy Children's Initiative		1,533	1,533
<p>Healthy Children Initiative (HCI) is a joint initiative between Department of Education and Department of Health and Social Services. HCI provides funding through two programs. The first is a community initiative which funds family-centered early intervention services and programs for young children (0 to 6 years) and their families. The second program focuses on supportive services which funds out of school programs and services for children (0 to 6 years) that require extra supports to reach their full developmental potential. Funding is administered through a yearly Nunavut-wide proposal call. Proposals are submitted from community early childhood organizations, DEAs or Hamlet offices and administered by regional committees.</p>			
Childcare Facility Grants and Services		1,853	1,853
<p>Community daycare centers are licensed by the Department of Education under the Child Day Care Act and administered from the Regional Field Offices. Regional Field Offices are responsible to issue start up grants to new daycares, inspect annually, provide licensing, as well as ensure daycares deliver culturally and linguistically appropriate education programs. The Regional Programs are also responsible to train licensing officers.</p>			
Total, Early Childhood Education		3,386	3,386

Accomplishments (2001 & 2002)

- Implemented recommendations from the Daycare Review regarding funding of childcare centres.
- Increased the number of licensed childcare facilities across Nunavut from 30 to 47
- Increased the number of licensed childcare spaces from 691 to 990
- The establishment and filling of Early Childhood Officer positions in all three regional offices

Priorities (2003-04)

- Increase support for early childhood programs at the local level
- Through the Children First Secretariat develop an Early Childhood Development vision and strategy, consult on it with Inuit organizations and present it to Cabinet
- Begin implementation of the Early Childhood Vision and Strategy

K-12 Schools

These programs and services are directed at schools across Nunavut. It includes the delivery of Kindergarten – grade 12 instruction, support services to students, teacher training, support to District Education Authorities, curriculum and resource material development, teacher professional development and administration.

Objectives

- Provide quality classroom instruction to all K-12 students across Nunavut within their community
- Develop curriculum that meets the needs of Inuit students
- Support the community DEA in a manner that fosters cooperation between schools, community and families
- Increase the number of Inuit teachers across Nunavut
- Support the professional growth of teachers in Nunavut

Programs	Main Estimates (\$000)	2002-03	2003-04
Kindergarten – Grade 12 instruction		68,711	73,448
Provides support to schools across Nunavut for the delivery of the Kindergarten through Grade 12 educational program. Covers salary and operations and maintenance costs related to the delivery of the K-12 program.			
Support to District Education Authorities		9,972	9,867
Contributions to District Educational Authorities for administration costs and for delivery of some educational programs under the direction of the DEA.			
Inuit Educational Leadership		103	219
Provides support for on-going training and development for Inuit educators to take on educational leadership positions within the school system. This assists them to attend the Summer Educational Leadership Program and or other training opportunities.			
Teacher Education Strategy		1,995	1,879
Provides support for Inuit education leadership and teacher education programs delivery primarily at the community level and is linked with the Inuit Employment Plan and Article 23.			
Teacher Professional Development		1,517	1,770
Financial contribution through a contractual agreement with Teachers Federation Joint Committee made up of Federation and Department of Education management. Teachers are able to access full time and short term professional development opportunities.			

Curriculum, Program Development and Student Supports	3,211	4,771
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This program pays for the administration and delivery of the following programs: K-12 curriculum development, Support for the Teaching and Learning Centres, student support and DEA development. As per the Bathurst Mandate, curriculum coordinators are engaged in rewriting curricula for K-12 in Nunavut.

School Services – Director	504	208
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School Services Director's Office provides overall direction and administration for Curriculum Development, Student Support, DEA Development.

School Operations – Regional	5,581	5,372
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School Operations provide services and ongoing support to District Education Authorities and community schools and is responsible for the Kindergarten to Grade 12 program. Regional offices are located in Pond Inlet, Baker Lake and Kugluktuk and serve 42 schools across Nunavut by providing program support and supervision of schools.

Total, K-12 Schools	91,594	97,534
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Accomplishments (2001 & 2002)

- Completed restructuring of former Divisional Education Councils
- Completed the decentralization of the Regional School Operations office from Iqaluit to Pond Inlet
- Completed a School Formula Funding review
- Initiated a revision of the Education Act, completed second reading and currently with the Standing Committee for review
- Completed a Language of Instruction report that will generate discussion on the future direction
- Completed Curriculum and Teaching and Learning Centres Strategy documents

Priorities (2003-04)

- Conduct a series of public meetings for public input on the Language of Instruction report
- Implement recommendations from the School Formula Funding report through the budget process
- Implement recommendations from Curriculum Strategy
- Based on the Language of Instruction consultation, recommend a final LOI approach to cabinet and proceed with related curriculum, resource, and teacher training plans

- Complete work on the secondary school pathways and options paper, consult with DEAs, students and others, and begin implementing changes to secondary education based on the results

Post Secondary

Nunavut Arctic College (NAC) is the main delivery agent for Adult Programs in Nunavut and receives core funding from the Department of Education for programs delivered across Nunavut. The College has an excellent network of Campuses and Community Learning Centers across Nunavut and allows the College to deliver programs in communities.

The Department supports students studying at the post secondary level through a combination of grants and loans. Financial support to students studying at the post secondary level is a vital component to ensuring success.

Objectives

- Increase the number of Inuit accessing post-secondary programs.
- Increase the number of Inuit accessing Financial Assistance
- Increase the number of Inuit accessing profession programs

Programs	Main Estimates (\$000)	2002-03	2003-04
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Nunavut Arctic College		14,318	15,564
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The Department provides ongoing base funding for Nunavut Arctic College. As the major adult learning institution in Nunavut, Nunavut Arctic College delivers post-secondary education and training opportunities to Nunavummiut through its main campuses and learning centers located throughout Nunavut. The college also provides adult learning in the areas of adult basic education and academic upgrading, as well as continuing education courses in the communities it serves. The primary focus is the delivery of certificate and diploma career programs, and the College participates in several partnership arrangements including brokering programs with other post-secondary institutions and private sector partners.

Financial Assistance for Nunavut Students		4,691	4,615
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The program provides the primary grants to individuals attending post secondary educational institutions. Within the parameters of assistance is help for tuition, books, other fees, travel, accommodation and other eligible living expenses. This provides for the staffing infrastructure to support the delivery of FANS in Nunavut. Within the scope of activity are financial aid workers, supervisors and advisors that provide help and guidance to Nunavut post-secondary students seeking financial assistance and other related information.

Adult Learning – Director

250

235

The Director's Office administers the Adult Education and Post-secondary Services Division. Specifically, it oversees the delivery of programs in adult literacy, apprenticeship, Student Financial Assistance, and maintains liaison with Nunavut Arctic College.

Total, Post Secondary

19,259

20,414

Accomplishments (2001 & 2002)

- FANS software revision underway
- FANS funding review completed
- Increased benefits to post secondary students with 300 students receiving benefits in a timely manner
- Completed NAC head office move from Iqaluit to Arviat
- NAC became an active member of the University of the Arctic

Priorities (2003-04)

- Continue FANS software development
- Increase support to post secondary students by implementing recommendations from FANS report
- Seek partners to expand FANS to provide additional financial support for students pursuing high needs occupations.
- NAC will strengthen existing partnerships and forge new ones, to increase responsiveness of the College to community and territorial pre-employment and employment training needs.
- NAC will consult with various stakeholders to determine if NAC is effectively meeting their training needs

Adult Programs

Adult Programs focus on Literacy, Career Development, Labour Market Initiatives, Apprenticeship Training, Cooperative Education and School to Work transition programs.

The economic potential of Nunavut is closely linked to the successful development of Nunavut human resources. This development will be accomplished through a continuum of programs and services that use appropriate technologies that are interdependent with labour market research and recognize and respect the contribution of Inuit culture and language.

Objectives

- Increase the number of Inuit accessing trades programs
- Increase the number of individuals accessing post secondary programs

Programs	Main Estimates (\$000)	2002-03	2003-04
Career Development		203	97
<p>This function develops and implements a coordinated plan for career / labour market training programs that meet needs of residents and are linked to the regional field operations.</p>			
Apprenticeship Programs		1,104	1,252
<p>This provides financial and other support, administered through the regional Career and Employment Services offices, for apprentices accessing training programs. Activities include encouraging and gaining employer involvement and involve private sector employees. The program covers training costs associated with apprenticeship. This program provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut. This includes the maintenance of a registry of indentured apprentices, maintaining relations with the Nunavut Apprenticeship Board, and undertaking initiatives with training providers and employers to ensure apprenticeship opportunities are available to Nunavummiut.</p>			
Adult and Trades Education		374	223
<p>Provides funding to Trades Education programs operating at the community level through partnerships. This initiative provides opportunities at the community level for the delivery of trades and pre-trades programming to those who would otherwise not have reasonable access to such opportunities.</p>			
Literacy		273	273
<p>This area serves to foster the development of literacy programs and provide support for literacy programs, in partnership with other agencies, to improve adult literacy across Nunavut.</p>			
Training on the Job		1,042	1,042
<p>This provides subsidies to employees to assist Nunavut residents in developing skills needed to obtain ongoing employment. The primary focus is working with Nunavut employers secure short-term employment/training opportunities to those needing additional skills and work experience. The program is administered through the regional Career and Employment Services offices.</p>			
Total, Adult Programs		2,996	2,887

Accomplishments (2001 & 2002)

- Apprenticeship Board established and functional
- 200 Apprentices received training
- 250 individuals receive training through a variety of programs
- Support to Individuals and employers through Training on the Job

Priorities (2003-04)

- Complete an Adult Learning Strategy for Nunavut
- Increased cooperation and partnership with industry
- Establish partnership with other funding agencies across Nunavut
- Complete a labour market training strategy and present it to Cabinet for approval

Income Support

The purpose of the Income Support Program is to help people make decisions about their future in order to maintain their independence or to become independent.

The role of Income Support is to administer a financial benefit program while providing career counselling and support. Income Support provides financial assistance for adult education and upgrading classes; for those developing skills to get a job; to hunters and trappers; to those working in low paying jobs who have high expenses; to those who provide volunteer services within a community; and to elders and for those who are disabled.

Objectives

- To provide financial and other supports to those in need during their transition to employment, training and/or other productive and wellness activities
- To identify the need for and to facilitate the referral of persons requiring information and/or access to other government and agency programs
- To identify and develop policy and procedural matters surrounding the delivery and administration of income support programs in Nunavut
- To ensure that income support programs are delivered in a manner consistent with the Bathurst Mandate, the Social Assistance Act, the Financial Administration Act, the Access to Information and Protection of Privacy Act and other statutes and policies relating to the delivery of the programs in Nunavut

Programs	Main Estimates (\$000)	2002-03	2003-04
Income Support (Social Assistance)		22,002	21,814
<p>This program provides for the regional delivery of Income Support program benefits made under the Social Assistance Act and Regulations and includes actual payments and staffing in regional field operations offices. Nunavut residents receive assistance for basic needs, including food, accommodation, and utilities, as well as extended needs, directly or indirectly (as a member of a household) through this program.</p>			
Day Care Subsidy		527	465
<p>This is a regionally administered needs tested program established under the Social Assistance Regulations. This program provides financial support to low-income families to access daycare and other childcare services.</p>			
Seniors Fuel Subsidy		50	80
<p>This program provides assistance to seniors who own their own homes and require assistance to meet high cost of fuel. The program is administered out of each of the three regional offices and is income tested.</p>			
Territorial Senior Supplement Benefit		914	914
<p>Under the Senior Citizens Benefits Act, seniors in Nunavut who are eligible for the Guaranteed Income Supplement provided by the Government of Canada are eligible to receive the Territorial Senior Supplementary Benefit.</p>			
Building Careers – Training		632	816
<p>Funds in this area are dedicated to the provision of incentives to take training and for the development and implementation of various courses and workshops in order to try and reduce barriers faced by those accessing income support.</p>			
Community IS Delivery		1,236	1,272
<p>This is a regionally administered for individual communities to enter into community service contracts with the GN to deliver Income Support programs. The contracts provide funding to assist individual communities administer and deliver the Income Support program in accordance with the provisions of the Social Assistance Act and Regulations and related policies and procedures.</p>			
Social Assistance Administration – Regional		1,431	1,620
<p>This is a regionally administered to employ personnel and to administer and deliver the Income Support program in accordance with the provisions of the Social Assistance Act and Regulations and related policies and procedures.</p>			
Total, Income Support		26,792	26,981

Accomplishments (2001 & 2002)

- Tabled and began implementing the departmental response to the Income Support Policy review improve to the Income Support Program.
- Increased the working exemption amounts to allow additional financial resources to be kept by working families.
- Implemented incentive allowances for those participating in education and training programs.
- Hired a Compliance Officer to develop procedures in fraud detection as well as ensuring workers are following established policies consistently and fairly.
- Released Nunavut's first version of a Policy and Procedures Manual for Regional Offices and Income Support Workers.
- Implemented a new Income Support Service Delivery Agreement between the Department of Education and hamlets to ensure greater clarity and simplicity for all parties.
- Released a communication strategy to inform participants and the public about the Income Support Program.
- Co-sponsored nearly 300 participants from across Nunavut in employment preparation and skills training courses and programs with nearly 60% of the students obtaining training related employment.

Priorities (2003-04)

- Work toward changing the benefits levels provided to Income Support participants.
- Develop partnerships and options to increase support for training linked to Income Support
- Continue development of Transition to Work Programs.
- Develop and implement an electronic case management system for use across Nunavut
- Continue implementation of training courses in counselling for Income Support Workers
- Complete divisional training manuals for Income Support Workers, Income Support Supervisors and Social Assistance Appeal Committees and Boards
- Analyze ways to make changes to the administration of the National Child Benefit Supplement
- Review the current Day Care Subsidy Program with a view to changing the rates
- Continue work on changes to the Social Assistance Regulations.

Public Libraries

Public Libraries section provides central management and support to eleven community libraries across Nunavut. Public libraries distribute books and periodicals to these libraries allowing the general public access to information. Through a central catalogue and Internet access to other public libraries across Canada, the public libraries are able to access books and information directly for public distribution.

Objectives

- Promote information usage among all residents
- Provide access to information and materials in a timely manner
- Promote the usage of Inuktitut and Innuinaqtun reading materials
- Promote the development of community libraries

Programs	Main Estimates (\$000)	2002-03	2003-04
Library Services - Central Services		756	789
<p>The Library Services, working from Baker Lake, provides Territorial Library Services to all existing community libraries by providing resource materials, technical support and program information to 11 communities. Online as well as conventional support will be an ongoing feature of this group. The Department of Education works with the Gates Foundation to provide additional resources to community libraries including additional computers, software and related equipment.</p>			
Community Library Support		352	352
<p>Department of Education maintains a Library HQ in Baker Lake that supports Community Libraries across Nunavut. Community Libraries are supported mostly through contribution agreements. These agreements vary from community to community depending on size and historical grants level.</p>			
Total, Public Libraries		1,108	1,141

Accomplishments (2001 & 2002)

- Conversion to new software, linking all government libraries
- Initiated conversion of previous book catalogue to new system
- Gates computer and Internet access experiencing increased usage
- Increased patron usage across all public libraries, especially in larger centres

Priorities (2003-04)

- Complete catalogue conversion
- Webpage links with other libraries across Nunavut.
- Local Librarian training and support
- Increased Internet access to resources for patrons

Administrative Support Services

Administrative Support Services are comprised of the central and regional management, direction and administrative sections of the Department of Education.

Objectives

- Provide management and support to all department divisions
- Provide strategic direction for the Department
- Provided financial support services for the Department

Programs	Main Estimates (\$000)	2002-03	2003-04
Directorate		776	886
The Directorate provides overall management support under the direction of the Deputy Minister who, as head of the Department, recommends goals, objectives and standards for Education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.			
Income Support – Director		1,023	1,023
The Income Support Director's office provides policy development and support for Income Support programs delivered by regional operations. The office prepares training materials for training income support workers, supervisors, regional directors, and members of community income support appeal committees. The office oversees the administration of the delivery of the income support program through the provision of advice, guidance, direction and materials to regional operations. The office undertakes policy development for all activities related to income support for the territory.			
Career and Early Childhood Services – Regional		2,459	2,496
These offices oversee the delivery of the income support program, Daycare User Subsidy, Senior Fossil Fuel Subsidy, career development, apprenticeship and similar programs in the regions as well as maintain financial information at the regional level.			

Program Compliance (IS) 249 249

Monitors accountability and ensures that the Social Assistance Act and regulations, policies and procedures and other related statutes are adhered to in the delivery of the IS program. Activities may include the on-site review and audits of individual client files and income support office reviews as well as random reviews of information provided by applicants in support of their request for financial assistance as well as contracted services in support of these activities.

Policy 902 875

The Policy and Planning division has four areas of responsibility. In general terms, the division exists to provide services to other areas of the Department. In specific terms, the four sections include Policy, Student Records, Public Library and Corporate and Public Affairs. The Policy section provides policy research and development and strategic planning. Staffed with three Policy Analysts, this group has prime responsibility to provide policy support to the program areas of the Department.

Corporate Services 2,005 2,098

The Corporate Services Director's Office administers four areas including Finance and Administration; Human Resources; Capital Planning; and ICT Support for Schools. Provides direction for financial services to all sectors of the Department.

Total, Administrative Support Services 7,414 7,627

Accomplishments (2001 & 2002)

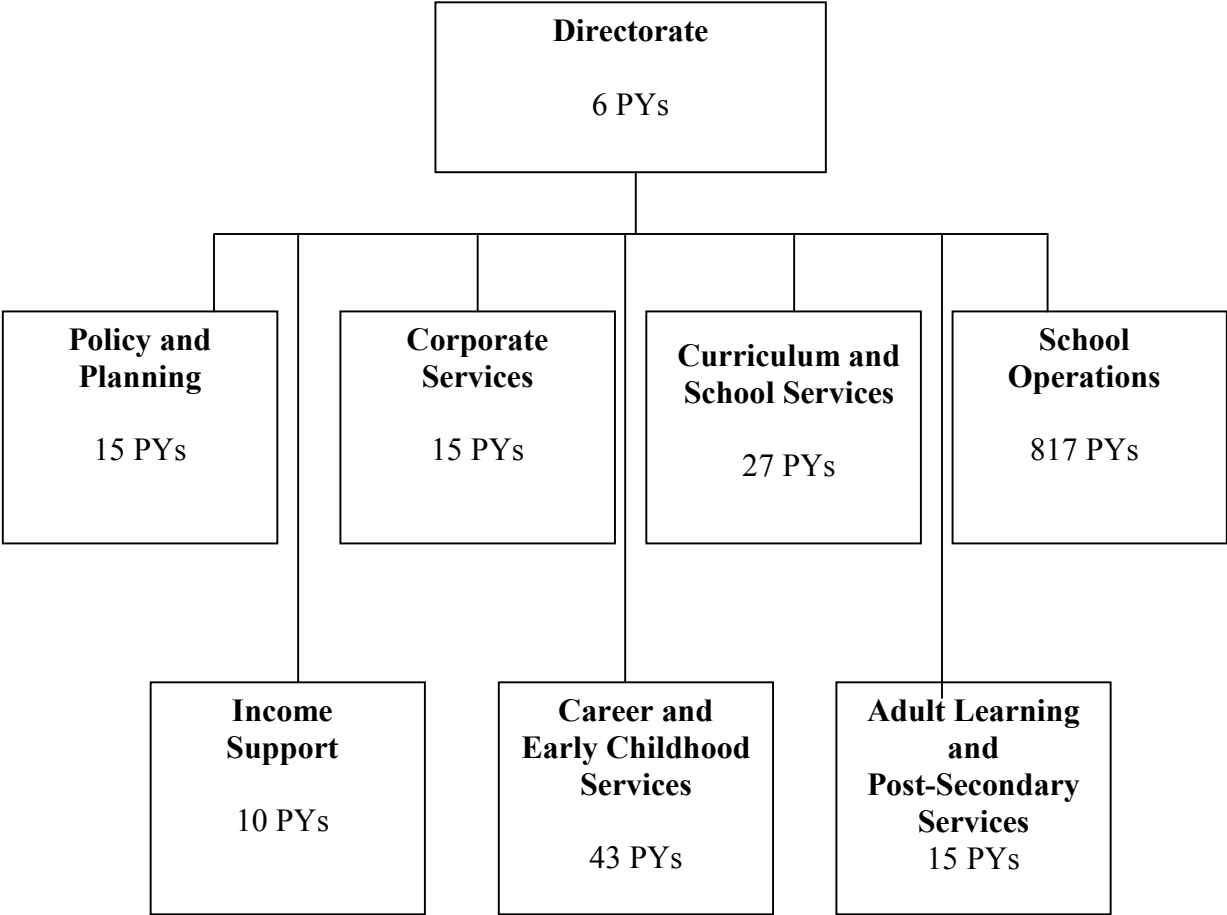
- Completion of Divisional Education Council (DEC) amalgamation into Department of Education structure
- Completed and released studies and reports including but not limited to:
 - School Formula Funding Review
 - Financial Assistance for Nunavut Students Review
 - Language of Instruction
 - Curriculum and Teaching and learning Centre Strategy
- Legislation review on
 - Education Act and Regulations
 - Social Assistance Act
 - Student Financial Assistance Regulations
- Budget planning and resource allocation adjustments

Priorities (2003-04)

- Preparing studies and reports on:
 - Adult Learning Strategy
 - Labour Force Analysis
 - Responses and direction to previously released reports
- Move forward with changes to:
 - Education Act and Regulations
 - Social Assistance Act Regulations
 - Student Financial Assistance Regulations
- Follow-up and consultation on previously released reports
 - School Formula Funding Review
 - Financial Assistance for Nunavut Students Review
 - Language of Instruction
 - Curriculum Strategy
- Complete proposals for a NAC funding formula and recommend it to Cabinet along with a Strategic Plan for the College.
- Continue to expand mentorships and succession planning and advance lead initiatives that support Government's IEP.
- Complete regulations critical to implementation of the new Education Act and proceed with implementation of the Act and those regulations.
- Implement a new School Funding Formula based on the recommendations in the review and consultations with DEAs.

APPENDIX A – Organizational Structure and Budget

Part 1 – Organizational Chart



APPENDIX A

Part 2 – Departmental Roles

The Department of Education is organized into eight branches that supervise and administer various programs and services across Nunavut.

Directorate

The Directorate provides overall management support under the direction of the Deputy Minister who, as administrative head of the Department, recommends goals, objectives and standards for all programs and services to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support. The Department will reflect the Government of Nunavut's goal of being open, available, transparent and accessible to everyone.

Policy and Programs

The Policy and Planning Branch has four areas of responsibility. In general terms, the branch exists to provide services to other areas of the Department. These services include research, policy development, strategic planning, public library services, coordinate consultations on new initiatives, development of standards and guidelines and general departmental information. In specific terms, the four sections include Policy, Student Records, Library Policy and Corporate and Public Affairs.

Corporate Services

The Corporate Services Branch is a multi-disciplined division of the Department of Education in Nunavut responsible for the provision of support functions in four main sectors. These sectors include Human Resource Development, Information Technology, Administration and Financial Services, and Capital Planning and Project Management.

Income Support

This branch is responsible for the overall policy development, program compliance and provision of staff training materials for the Income Support program. Delivery of the program is administered through the three Career and Early Childhood offices located in Pangnirtung, Rankin Inlet and Cambridge Bay.

The Income Support program provides financial security for those in need, as well as incentives and support for those receiving assistance to become more self-reliant. This program strives to enable individuals to make productive choices according to their health, abilities and efforts. These choices include community healing, education, training and work opportunities (wage and land based).

Adult Learning and Post Secondary Services

The Adult Learning and Post Secondary Services branch is responsible for research, policy development and strategic planning regarding apprenticeship, trades and occupations, career development and literacy. This branch is also responsible for policy development and program delivery of Financial Assistance for Nunavut Students.

Career and Early Childhood Services

The Department of Education programs are delivered through the support of three offices. These offices are located in Pangnirtung, Rankin Inlet and Cambridge Bay. The offices are responsible for the delivery of income support, early childhood, apprenticeships, trades and occupations, literacy and career development. These offices provide services to communities across Nunavut under their jurisdiction.

Curriculum and School Services

This division provides overall direction and administration for Curriculum and program development, Student Support and DEA Development. It includes implementation and assessment of Kindergarten to Grade 12 curricula and development and production of resources and materials. It also deals with implementation of the bilingual language policies, accreditation of new programs, monitoring and evaluating student achievement, and Teacher Certification.

The Teaching and Learning Centres are now incorporated into the Curriculum and School Services and responsible for program and material development in Inuktitut and Inuinnaqtun.

School Operations

Reporting to an Assistant Deputy Minister, the Executive Directors of School Operations supervise and administer all schools in Nunavut offering Kindergarten through Grade 12 programs. Administratively, the three offices, located in Kugluktuk, Baker Lake and Iqaluit (to be moved to Pond Inlet), are responsible for the day to day operation of schools, supervision of teaching staff, liaison with DEAs, and overseeing the delivery of educational programs and services for Kindergarten to Grade 12.

APPENDIX A

Part 3 – Financial Summary

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
Directorate				
Salary	614	5	720	6
Grants & Contributions	0		0	
Other O&M	162		166	
Subtotal	776		886	
Policy and Planning				
Salary	1,271	15	1,310	15
Grants & Contributions	352		352	
Other O&M	387		354	
Subtotal	2,010		2,016	
Corporate Services				
Salary	1,333	14	1,504	15
Grants & Contributions	0		20	
Other O&M	672		574	
Subtotal	2,005		2,098	
Income Support				
Salary	771	9	858	10
Grants & Contributions			0	
Other O&M	1,415		1,328	
Subtotal	2,186		2,186	
Adult Learning and Post Secondary Services				
Salary	1,314	15	1,333	15
Grants & Contributions	18,409		19,504	
Other O&M	613		771	
Subtotal	20,336		21,608	
Career and Early Childhood Services				
Salary	3,357	42	3,404	43
Grants & Contributions	3,381		3,416	
Other O&M	26,904		26,822	
Subtotal	33,642		33,642	

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
Curriculum and School Services				
Salary	2,173	20	2,909	27
Grants & Contributions	3,512		3,649	
Other O&M	1,345		2,289	
Subtotal	7,030		8,847	
School Operations				
Salary	63,636	825*	65,290	817*
Grants & Contributions	9,315		9,867	
Other O&M	11,613		13,530	
Subtotal	84,564		88,687	
Total	152,549	945	159,970	948

* The PYs shown under School Operations include positions funded through the District Education Authorities, as well as direct GN staff positions.

The Department of Education has renamed several branches since the 2002-2003 Main Estimates were released.

2002 –2003 Branch Name	2003 – 2004 Branch Name
Adult Education and Post Secondary Services	Adult Learning and Post Secondary Services
School Services	Curriculum and School Services
Employment and Career Services	Career and Early Childhood Services

APPENDIX B – Report on Decentralization

The Department of Education is the largest employer of all government departments with a total employee count, for the 2002/2003 fiscal year, of 864.6 employees. Further, the Department of Education has personnel in every community.

The Department is also a highly decentralized operation; with three headquarter offices, and six regional office operations and a presence in every community across Nunavut. The last decentralized office move within the Department of Education will be completed by March 2003.

- Headquarter Offices
 - Iqaluit (Directorate, Policy, Income Support, Corporate Services, School Services)
 - Arviat (Curriculum, Student Support, Post Secondary, Apprenticeship)
 - Baker Lake (Public Library Services)
- School Operations
 - Kugluktuk, Baker Lake, Pond Inlet (March 2003 completed)
- Career and Early Childhood Education
 - Cambridge Bay, Rankin Inlet, Pangnirtung

Human Resource Disposition

The following chart indicates the human resource disposition of the Department of Education by community. This includes all aspects of the Department: Early Childhood, K-12 Schools, Post Secondary, Career and Adult Learning and Income Support, as well as central office support areas.

Community	Total PYs
Apex	4.0
Arctic Bay	23.5
Arviat	98.1
Baker Lake	65.8
Cambridge Bay	42.9
Cape Dorset	35.5
Chesterfield Inlet	11.8
Clyde River	30.5
Coral Harbour	26.2
Gjoa Haven	30.5
Grise Fiord	6.8
Hall Beach	22.2

(continued on next page)

Community	Total PYs
Igloolik	39.8
Iqaluit	165.7
Kimmirut	14.8
Kugluktuk	42.7
Pangnirtung	51.8
Pelly Bay	20.5
Pond Inlet	43.6
Qikiqtarjuaq	14.6
Rankin Inlet	66.7
Repulse Bay	20.1
Resolute Bay	8.6
Sanikiluaq	26.7
Taloyoak	19.5
Whale Cove	12.3
Totals	945.1

Currently there 6 School Operations positions located in Pond Inlet with the remaining 11 positions located in Iqaluit or vacant scheduled to move or be hired into Pond Inlet before the end of the 2002-03 fiscal year. This will complete the decentralization of the Department of Education.