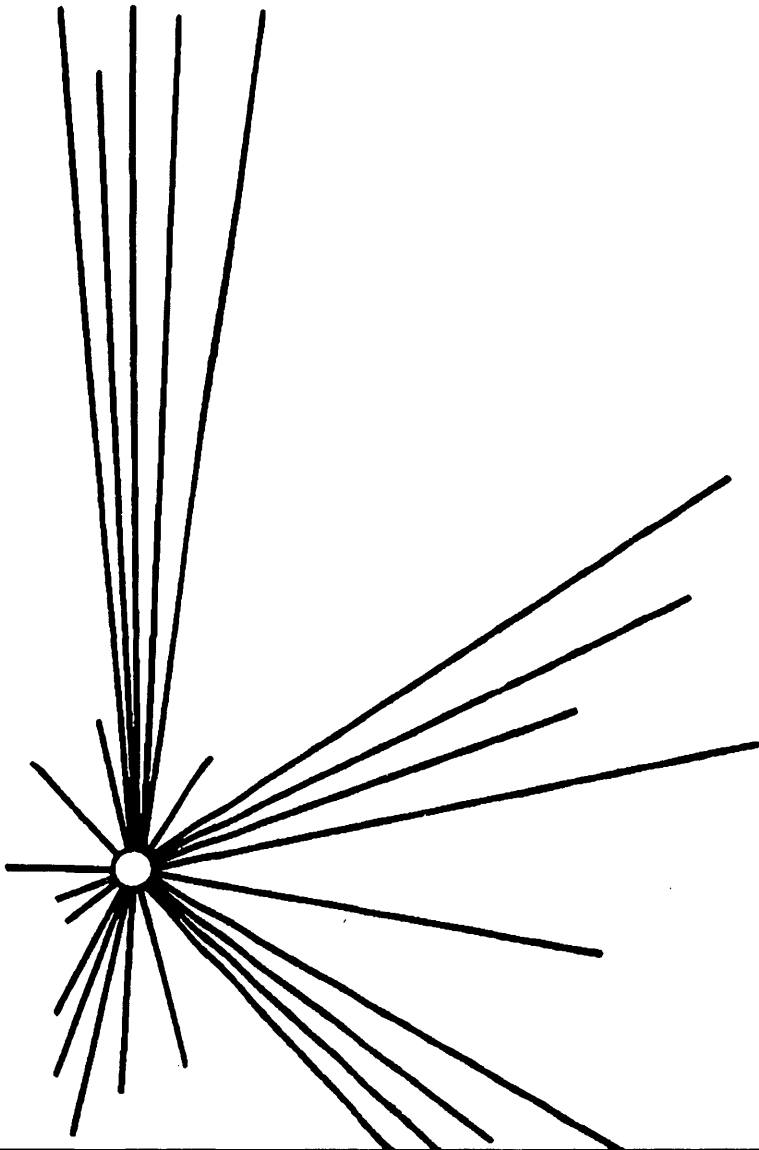


LEGISLATIVE ASSEMBLY OF THE  
NORTHWEST TERRITORIES  
7<sup>TH</sup> COUNCIL, 47<sup>TH</sup> SESSION

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**GEMINI NORTH**

SETTLEMENT COUNCIL LABOUR POOLS

A feasibility study for the  
Government of the Northwest Territories  
and the Department of Indian Affairs and  
Northern Development

Volume II

Appendix I

Reports & Employers Questionnaire

Prepared by

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March 1972

## WORK ARCTIC REVIEW

Work Arctic is a non profit unincorporated organization established in Hay River this winter under the Local Initiative Program to train and employ the local labour force, particularly natives, in useful and productive work. The aim of the program is to organize and train a section of the work force that is not filling the jobs now available in Hay River primarily because they lack certain skills or work habits. The obstacles to employment may be language barriers, different concepts of responsibilities, lack of understanding, lack of training and or lack of opportunities. In a way Work Arctic is a stage where people who are not normally part of the labour force can be systematically trained and where employers can see the result.

The results of the program which started six weeks ago are impressive. Between eighty five and one hundred pay cheques are processed weekly. About 75 percent of the work force is native. The men working in crews have accomplished a phenomenal amount of work, mainly clearing fire breaks and future sub-divisions and other slash programs. A list of projects is attached. The record of absenteeism has been good, social welfare in Hay River is down, grocery sales are reportedly up, and there is a notable lack of excessive drinking which often accompanies increases in northern payrolls.

C O N T E N T S

- A) WORK ARCTIC REVIEW
- B) LABOR POOL STUDY: PRELIMINARY REPORT
- C) PROPOSED LABOR POOL REPORTS TO SETTLEMENT COUNCILS
  - 1) Aklavik
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  - 4) Fort Norman
- D) EMPLOYERS QUESTIONNAIRE
- E) 1972 POTENTIAL EMPLOYMENT PER AREA

The program operates on a LIP budget of roughly \$219,000.00 from December until May 31st. An additional \$45,000.00 must be raised through the sale of firewood or logs in order to meet Work Arctic's budget commitment of \$264,000.00.

### History

Work Arctic probably had its inception in the February 1968 session of council when Mayor and Councillor Don Stewart presented a motion for the establishment of a pilot manpower project at Hay River. He moved that funds be made available to establish the project which would utilize the services of local metis or Indians and would undertake to provide the required quantity of labour for given projects. The motion was passed and a budget of \$10,000.00 was approved. However, there was no specific responsibility to implement the program and it lapsed. Last fall when the LIP program was announced Mr. Stewart and a group of Hay River people including local expeditor and magistrate Rudy Steiner presented a half a million dollar budget for a manpower pool which was to operate during the winter months essentially on slash disposal and fire guard construction following last summer's devastating forest fire season which at one point threatened

the town itself. This budget was rejected and a similar plan for half the number of men was finally approved at a total figure of \$219,000.00. The operations began in December.

It should be noted that the six month winter program financed by LIP is viewed as a starting point for a year-round manpower pool. Canada Manpower Centre in Hay River operates only during the summer months. Without Work Arctic there would be little work for local people during the current winter as the oil activity is far removed from the area and the reduction in fish prices from the Great Slave Lake fishery would normally be reflected in increased unemployment in January, February and March.

Operation

Work Arctic operates with a board of directors, all volunteers, recruited from the community and an executive board which meets relatively frequently to review the operations of the co-ordinator of the program, Mr. Rudy Steiner. Reporting to Mr. Steiner is the controller who is on loan to Work Arctic from the territorial government. The only full-time paid official is the office manager who is responsible to the controller. The employees in the field are responsible to the foreman who in turn reports to the co-ordinator,

Mr. Steiner. This organization is set out in Work Arctic's directive No. 1 dated February 2, 1972 as attached.

Work Arctic is designed to serve two principle functions: -

- 1) To act as a training program which systematically trains members of the northern labour force who are not normally considered for jobs.
- 2) To relieve industry of the documentation and payroll problems which are inherent with people with poor work habits and to ensure that they will have the required number of men to do their work in order that their schedules can be met.

In theory, individual members of the work force do not have to show up daily as long as a guaranteed number of men are available. In actual fact, the absenteeism records show that most of the men are reporting most of the time for work. This supports Work Arctic's view that a local work force can reduce operating costs since transportation



and other companies must bring in people from "outside" during the peak summer months at a great cost. Work Arctic estimates that present local industry can employ more than one hundred people at least six to eight months out of every year.

The members of the work force range in age from 15 to 72. Most have minimum education. The wages paid by Work Arctic are lower than those paid by private operators because they must stay within the LIP maximums of about \$100.00 per week. Some are paid \$110.00 but this is managed by paying less to others. The men buy their own hard hats with winter liners at \$4.65 and they buy their own overalls for \$12.10 marked with the Work Arctic signature. They buy any wood they want at \$20.00 a cord. The first eight days on the job the crews lost 12 axes; now any missing equipment is paid for by assessing the responsible crew. That way the amount of lost equipment has been kept to a minimum.

Work Arctic operates out of an office in the territorial government building in Hay River. There is a staff of seven girls plus the Office Manager all of whom attend school for half their day in an office training program set up in the Canada Manpower Centre across the hall. The office system centres around three filing cabinets, a single writing payroll system and a large chart

on the wall which lists the names and attendance of employees, their reason (if any) for absence and the wind and temperature reading for the day. The three files include an active file which contains the records of people who either have worked or are working for Work Arctic, an inactive file which has applications on file from people who never followed through or returned to school and a classification file which classifies employees by basis of skills. All potential employees fill out an application form, a copy of which is attached, listing their names, education and skill levels. It is pointed out that such a form should include length of residency in the area since apparently some people from Alberta have come north to participate in the program. It is also evident that the section relating to rules and regulations and reasons for dismissal is not clearly understood by applicants.

The daily time records are kept by each foreman and turned into the office. These figures are recorded in a time book which records who worked what hours and on what project. Each employee has an earnings record which lists all relevant data and the payroll system is made-up from it. Each employee's earnings record includes his name, social security number, his rate, pay period

the total number of hours worked, gross income tax, C.P.P. and U.I.C. deductions plus deductions for miscellaneous items such as the purchase of wood and the purchase of coveralls or hard hats. No over-time is paid. Each employee's file includes his application form, his T.D.1 form, his employee authorization form, his rate, the day he was hired and any future changes in job classification and rate.

Under the one writing payroll system, the payroll journal, the earnings record and the cheque is all written up in one writing. The basic board required for this system costs around \$200.00. The pay period is cut off on Wednesday night and the men are paid on Friday. The office manager estimates that as a general rule of thumb, it takes one girl two days to process twenty five employees. In her office, given the training scheme it takes about four girls to process the Work Arctic payroll. Work Arctic also supplies employees to private industry and maintains the payroll records for them. The employers are billed wages plus a 12 percent administration fee which covers Canada Pension Plan, Workman's Compensation, Unemployment Insurance deductions, holiday pay and transportation. In my opinion this sum is inadequate. It should also be noted that one consideration in the

allocation of jobs appears to be whether or not a potential applicant is married.

Office Training Program

An instructor teaches half the office staff in the morning and the other half in the afternoon. They are taught typing, bookkeeping, English, and office protocol. Originally the training concept was performed by the office manager. However, she found that it was impossible to effectively perform the function while running the office. Each girl is paid \$90.00 a week. The Department of Education is paying 50 percent of the wages of the girls until the end of March. The morning I was there two girls were being taught in the little training office which has three desks, three typewriters, three waste paper baskets in a row, a map of the N.W.T., a blackboard and a chair. (N.B. there are normally three girls at each session; one was away ill) The teacher works for only four hours a day. She leaves at 10:30 a.m., giving the girls a class assignment to finish and she returns again for a couple of hours in the afternoon. She hopes by the end

of six weeks to have the girls function in an office and to instruct them in office language, spelling, income tax returns-- by completing their own 1971 returns-- cutting stencils, answering the telephone, use of a copy machine and general banking. The teacher feels that she could handle four in a course. The two girls in the class I attended were both former CNT operators with limited job experience and limited skills. They said they thought very highly of the program. The girls learn payroll under the office manager's direction. All the girls wear blue smocks with Work Arctic printed on the back.

#### Field Operation

The field operation of Work Arctic is very much the creation of Rudy Steiner who has been magistrate at Hay River for 14 years and who has a passion for the employment of natives. He feels that under proper guidance the northern labour pool can be made very effective. (He credits much of the success of the program to the fact that he knows them very well and they know him, which suggests that a local leader familiar with the work force is necessary for the success of the pool.)

The Work Arctic day is from 8 to 5 o'clock. A bus picks up the men at a central point. At first it was suggested that the bus should go to the Indian village and pick up the men at their homes but Steiner insisted that the men learn that if they were not at the bus stop by departure time they missed a day's work.

The men wear their overalls and orange hard hats to work. The foremen's hard hats are black and the mechanics and any miscellaneous people wear blue. The men work in crews each under the direction of a foreman whose job is to supervise and organize the crew's performance and not to actually participate in the work. Steiner says it's hard to train the foremen not to go slashing and burning themselves but to stay back and make sure the crews are properly spaced out in a safe and orderly fashion, and that this arrangement is the difficulty faced by an Indian or metis who must tell his seniors or a relation what to do.

All the crews are organized alphabetically, A to H plus W, and all equipment is painted and coded in the same manner; for instance, all axe handles are painted orange and the crew's number is stamped on it. Each employee is assigned to a specific crew and given a specific

number. This appears to be an effective form of control. Each crew is encouraged to compete with others and on Friday pay day each crew is assessed points. Steiner has a separate chart on which he rates the crews daily on safety, performance, care of equipment, organization attendance and the weekly total. The maximum number of points is 500 and the rating is from 20 points for excellent to 5 points for poor. If a foreman has proved disorderly or ineffective or has been absent without reason he may lose his black hard hat at the Friday meetings. Rudy says that the men are particularly responsive to this approach. The men are paid each Friday by cheque and arrangements have been made with the bank to keep it open so the men can cash them if necessary.

Work Arctic takes on all comers, regardless of their absenteeism or performance. Nobody has been fired. One drunk was sent home to sleep it off, but he lost points. In general there is very little trouble with drinking. The man who showed up drunk had his power saw taken away from him which was apparently a sobering experience. Steiner says that it is difficult to stress the need for attendance if work is prorated. When asked what he will do in the future when presumably the demand for labour might be smaller than the number of applicants



he said no solution had been found.

Productivity at the work site is impressive. The crews are well spaced and work in a very orderly fashion at top speed. At quarter to 10, quarter to 12 and quarter to 3 somebody puts the tea kettle on for tea made from melted snow. Either Rudy or his assistant Karl Kreger picks up the time sheets from each foreman. Karl and Rudy represent the only real supervision in the field. Rudy trains the foremen and expects them to train the crew. The Department of Education pays part of the cost for about 19 people under the program. Also at the work site is an equipped mechanics van which doubles as an ambulance which patrols the crews. A man in trouble with his power saw can take it right to the truck and climb inside while it is being repaired. He is never supposed to leave the saw, but to stay with it so the mechanic can show him what was wrong. Another mechanic is on foot in the bush for the same function. Work Arctic has purchased about 35 power saws. Other equipment is leased. Its lease requirements are put out for tender and they have been able to get some very competitive rates.

It is very much an on-the-job training program. The men are taught continually and in the field.

Steiner says one cannot teach a foreman safety in a classroom. "The foreman's job is not to work but to keep the crew organized," says Steiner. The foremen are picked for their ability to teach other people to work together. Ten people out of the crew were picked for first aid courses. On the job the men fall the timber and either buck it into fire wood lengths or sort out the merchantable timber for resale. The firewood is stacked in cords and the site is cleaned and burnt. About \$5,000.00 worth of firewood has been sold to welfare. Other markets are required for about \$35,000.00 worth of wood on which stumpage is paid. Lack of sufficient equipment rental funds means that much of the wood is left stacked on the site until funds are available.

Steiner said he did not have a communications problem in reaching the work force. He said; "As soon as the word went out, applicants began to show up." Again the fact that he is well known and obviously has a good record helped. Rudy works on a fair but firm basis. "If you take a tough stand, the rejects drop out early," he said explaining his approach. He also suggests that northerners be kept in groups with their friends and relatives and that free time be kept to a minimum. "Don't try to employ them to do

an eight hour day and then sit in camp," he said. He also stresses good working conditions and that the work be planned so that it is broken up rather than giving anybody--white or native--long stretches<sup>""-4"</sup> of boring activity. His main concern at the moment is lack of adequate financing and the fact that Work Arctic is running out of projects.

Commenting on the Work Arctic program, social development work officer, Beryl Froehler said; "I really have to be shown but I'm certainly impressed." She said she was not allowed to release actual welfare figures but that payments were lower this January. "January is normally way up, but this year welfare payments are way down. Days go by when I don't have a social assistance applicant." This gives her a chance to do social work which she never had time to do before, she said. She also said there had been a "fantastic" amount of grocery buying and there has been less drinking. She added; "If we run out of work for an hour it would be disastrous."

One of the most novel features of Work Arctic is the power saw maintenance and repairs shop which is run by three girls who do all the maintenance and repair work on power saws. There are 35 saws to process each night.

The natives do not want to work a night shift and they were slower, so the girls --who didn't dream of applying for power saw work were assigned to it. It's a model of organization. The crummies or vans bring in all the equipment at night. Each is assigned a specific crew letter. On a separate sheet one girl checks the equipment in and out and records any information regarding missing or damaged equipment. The girls repaint the axe handles and also maintain inventory. They have a parts inventory which lists only the parts, description, and the date, and a depleting balance of equipment.

After the saws come in at night two girls break them down, clean them and repair them. The girls also mix the gas and load the trucks. New equipment like starting cords, etc., is added. Each girl must start each saw when she's through. The girls are so efficient that they've been completing the work before the 5 to 1 o'clock shift ends. The girls work in the colourful Work Arctic orange overalls.

This operation is also a training program and the girls had dealt with everything but the engine block assembly itself. The girls find it a novel experience. They get paid the same \$2.40 an hour rate as the men. Their only paper work is to maintain a work order for each saw which records all maintenance work done on it. This can sometimes indicate how efficient or inefficient an operator is with it.

The shop itself is a territorial government department of industry building which was used as an old boat shop. "We use girls because the men were not worth a damn. They were too slow," said Rudy Steiner. "The natives want to work outside with the rest of the boys, not cooped up in a shack." The girls make their own chains, riveting them together, which saves considerable amounts of money.

Summary

It is clear that Work Arctic is an extremely ambitious attempt which has generated impressive results but now faces certain inherent dangers:-

- 1) There is fear that if the crews run out of work morale will slip and the program will falter. The original program laid out in the Local Initiatives Program will be cleared up long before May 31st. There is some requirement to build a community camp and there may be other work but it seems imperative to find some useful projects to which this keyed-up work force can be put.
- 2) It is also clear that Work Arctic, which was an ad hoc committee, requires adequate financing if it is to succeed in the long term. At the moment Rudy Steiner is not paid and there is little provision for adequate administration and management in the budget. The wage rates are below those prevailing and may eventually antagonize private operators whom Work Arctic underbids. The 17 per cent administration fee which the LIP program provides is inadequate. First, because Work Arctic is a training program and therefore requires proper supervision and equipment, and secondly, because there is not enough provision for equipment rentals and

purchases, i.e., it is necessary to rent a cat to build the road to get to the fire break so that it can be slashed. Similarly, such services as bus transportation cost considerable sums of money.

- 3) Work Arctic lacks an overall policy. Set up under LIP it has never had a chance to define its objectives or the time or money to assess its future role. The controller and Rudy Steiner are both aware that the Work Arctic labour force may diminish with the spring weather if the men drift off to go hunting or to pursue other traditional occupations. They also agree that they have not coped with the problem of allocating jobs if the supply of labour outstrips the demand. They simply have not had the time nor the money to seek solutions. On the administrative side, Work Arctic is seriously understaffed. There is clearly a need for an adequate administration budget since much of the office overhead is being supplied by various departments of government.
- 4) A serious attempt must be made to seek summer employment for the crews with Northern Transport Co. Ltd. Northern Transport in the past has indicated some

reservation about the caliber of the northern work force and prefers to bring its crews up from Edmonton. Those people, it must be remembered, may have worked for Northern Transport for years and the company probably considers them to be semi-permanent and certainly loyal employees.

Mr. Steiner claims that the type of job offered natives by Northern Transport is usually of a monotonous back-breaking nature such as loading or unloading 100 pound sacks of cement. He suggests that proper training of men to perform higher level skills--for instance the training of forklift operators to off-load barges--would create more incentive to work. In any event, Northern Transport is a crown agency with a definite labour requirement and it should be encouraged to utilize the services of Work Arctic.

- 5) Work Arctic requires a market for its stock piled wood, although some of it is sold to welfare and other markets are being sought with regard to the supply of territorial campsites. It is clear that there is a surplus of wood which must be moved if Work Arctic is to generate the additional \$45,000.00 which it requires above and beyond the LIP grant.



- 6) There is some suggestion that Work Arctic could be used to train people for the construction phases of the pipeline or road development and this might be a useful idea but again this type of program--which might be similar to the loggers school on Vancouver Island--requires substantial funding of money.

In closing I should note that I doubt that Work Arctic could have succeeded without the combined effort of Don Stewart, Rudy Steiner, Casey Jones, and their Hay River associates. They have performed an outstanding service, both to their community and to the north.

February, 1972

January, 1972

LABOR POOL STUDY: PRELIMINARY REPORT

INTRODUCTION

The following is a preliminary report to outline progress to date on the labor pool study and to consult with Territorial Government officials on the possible nature and location of proposed pilot pools as set out in the contract.

This draft is intended for discussion purposes only. No attempt has been made to correlate statistical data at this time. It should be noted that our ability to meet the specifications itemized in the contract has been seriously impaired by the delay in receiving the DIAND Manpower inventory. Although the start date of the contract was November 1, the DIAND material did not arrive until November 23rd, some time after our survey was started.

This report deals specifically with items (2) and (4) as set out in the program. These require us:

- 1) To determine the kind of agency or organization which the settlements feel would best mobilize the work force and best serve the needs of potential employers.
- 2) To suggest, after consultation with the settlements and Territorial Government officials, settlements where a manpower pool is most likely to succeed,

We feel it is desirable to comment on these two steps at this time, since there is a possibility of financing part of the proposed pilot project under Manpower's Local Initiatives Program, which is empowered to received applications until

January 31st, 1972.

To date, we have made an initial survey of the settlements listed with the exception of Inuvik and Arctic Red River. We have not yet polled a cross section of potential employers to determine their needs. We propose to initiate this step immediately, through interviews and questionnaires.

#### SUMMARY

The following points summarize some of our findings to date.

- 1) It does not appear feasible to operate a labor pool through a central agency or headquarters at this time. Each settlement is most anxious to operate its own pool independently of other settlements or centres. We suggest that the concept of a central agency be allowed to develop naturally as the settlements learn to work together.
- 2) Most settlements are already operating some form of ad hoc labour pool or plan to do so in the near future. This situation did not exist to the same extent when our study was first proposed in April.
- 3) Despite the wide variations in the operation of existing labor pools, some constant factors emerged:
  - i) there is uniform agreement that labor pools should and can operate at the settlement council level.
  - ii) all settlements surveyed indicated an eagerness to receive advice on the establishment of proper guidelines for the operation of a pool.

- iii) there is a uniform desire on the part of the settlements to manage their pools with a minimum of direct participation by any government agency. This wish for independence extends to financing, where possible.
  - iv) all settlements agree that the officer in charge of the pool must be a strong local leader and should receive proper training and instruction.
  - v) each settlement is very cautious about the extent to which it might co-operate with other settlement labor pools. They prefer a loose association to any formal co-ordinating agency.
  - vi) each settlement is very anxious to achieve a good image or reputation through the operation of its pool.
- 4) There is a distinct seasonal pattern of full employment/unemployment, although the actual timing differs between each settlement. This means that the number of men available for employment through a labor pool varies quite dramatically over the course of the year.
- 5) The two chief problems to be resolved in designing effective labor pool guidelines are:
- i) Communication. Each settlement rejects the concept of a central agency, although their ability to effectively contact employers through their own initiative varies between settlements.
  - ii) Financing. No overall method appears to suit each settlement, although there is common agreement that the operations of a pool can be financed through the following alternatives:
    - a) Surcharge to the employers. This is limited by the extent to which employers in any area are presently recruiting their own workers and by competitive wage rates.

- b) Payroll, deductions, payable to the employees.  
This is favoured as a means of establishing the fact that the pool is the agency of the settlement council, but there are financial limits to the amount of money which nominal deductions, made on a settlement basis, can raise.
- c) Government grants.  
While 'seed money' is welcomed, most settlements feel government grants are inevitably accompanied by government direction, which they hope to minimize in the operation of a pool.
- d) Payments under the LIP program by Manpower.  
These are tied specifically to the number of jobs made available during a limited period.
- e) No charges.  
This is not realistic if the labor pools are to achieve their objective of being operated on independent basis.

Based on our discussions with settlements councils and with community leaders, we suggested that the proposed labor pool pilot projects would operate most productively in Tuktoyaktuk, Fort Norman and Fort Franklin. However this geographical pattern does not give us an opportunity to test a fundamental and vital issue, the intra-co-operation between settlements which we would hope to encourage. It is not realistic to assume that when the wave of development hits the Mackenzie, isolated labor pools in scattered settlements will be very effective unless they have been able to develop strong communication links. Therefore we suggest that a

fourth pilot be "twinned" to Tuk. Our recommendation is Fort McPherson.

Some of the factors influencing our decisions are set out below:

TUKTOYAKTUK

- 1) It already operates a pool from the Hamlet office and there is widespread acceptance of the concept within the community;
- 2) It has a fairly strong Hamlet Council and Chairman;
- 3) It is conscious of its image as a pacesetter community and should therefore have some incentive to run the pools successfully;
- 4) It has strong local demand for labor from a variety of sources, (Imperial Oil Enterprises, other oil and gas companies, Northern Transportation Company Limited, Polar Continental Shelf Project etc.).
- 5) IOE and other companies have had difficulty in hiring local people and have indicated an interest in using a pool. This includes the Polar Shelf Co-Ordinator of Ottawa who also supports the pool concept.
- 6) Tuktoyaktuk people have had good exposure to a wage economy and express a strong desire for permanent jobs. There is little full time trapping.
- 7) The existence of part time trappers and seasonal jobs offer an opportunity to test the "buddy system" concept of the pool.
- 8) There is ample labor force--an estimated forty-four men--available for a pool. These men are not presently permanently employed.

On the minus side, these points might be considered:

- 1) IOE already operates its own employment service out of Inuvik.
- 2) The Tuk Council is very independent and may reject the idea of co-ordinating with another settlement such as Fort McPherson.
- 3) Since the available jobs will be in the Delta, there is little opportunity to test the mobility factor, although the whaling season offers a chance to measure seasonal influences.

#### FORT MCPHERSON

- 1) There are an estimated sixty-one men available for work.
- 2) It is attempting to start a pool already.
- 3) It has an exceptionally able Settlement Manager and Game Officer, a fairly strong Band Chief and a revitalized Settlement Council which is reportedly anxious to assume more responsibilities in local government.
- 4) It is at a point of community development where a labor force might be expected to win community support. This is illustrated by its participating in the housing program and in the local elections.
- 5) There is high unemployment.
- 6) Its partial isolation from the major oil and gas exploration areas offers an opportunity to test mobility.
- 7) The construction of the Dempster Highway offers an opportunity of plugging employers into the pool.

On the minus side, we should note that settlement has not been exposed to a wage economy to the same degree as Tuk or Fort Norman, and the labor force has a dubious employment record. Similarly, the apparent emergence of some community spirit in a settlement which

has been splintered for years may be more apparent than real.

FORT NORMAN

- 1) It is a stable community with a long exposure to a wage economy.
- 2) It has an ad hoc pool operating out of the Bay store. Since the present manager is shortly leaving, a vacuum may emerge which the pool can fill.
- 3) It has an able acting Settlement Manager and Development Officer, who supports the pool concept.
- 4) It has a revitalized Settlement Council which now more equitably represents the Treaty Indians as well as the whites and metis.
- 5) It is a fairly well off community, with an increasing demand for consumer goods. This is important, since in other settlements income-generating jobs often lead to alcohol abuse.
- 6) There is an available pool of men and ample demand for labor from a variety of employers.
- 7) The people's work history indicate they are fairly mobile. Generally, they have a very good reputation with employers.
- 8) The plans to move the settlement Council office into a new "town hall" will provide facilities for the pool.
- 9) The opportunities for trapping will allow an opportunity to test seasonal factors and the operation of the buddy system.

On the minus side, it is not known if two local employers would support the pool. The new Settlement Council may be too "tender" to assume responsibility for the pool, although we feel Fort Norman has possibly the best chance of operating a pool successfully.



FORT FRANKLIN

- 1) The Settlement will assume Hamlet status this spring.
- 2) It has a very able settlement Manager and Game Officer.
- 3) The Community has shown good spirit and an ability to work together. Several communal projects are now planned.
- 4) It is quite isolated from the oil and gas play, which will allow an opportunity to test mobility and demand by other employers.
- 5) There is a distinct trapping community, which is not part of the wage economy.

On the minus side, the settlement has had little exposure to a wage economy. Some people leave their jobs when they have amassed a few dollars. There may be little mobility, and the labor force is small. The settlement may have advanced too quickly. However, it would be extremely useful to see if Franklin could operate a pool at its present stage of development.

SUGGESTED POOL FORMAT

Since each settlement has its own unique ideas, we have rejected any idea of standardizing each pilot. Instead, we would suggest that each be structured in slightly different ways so that we might learn what methods of financing and communication are most productive. It should be emphasized that we will check pilot plan with the relevant council before making our final recommendations.

The following attached chart has been prepared for discussion purposes.

PROPOSED PILOT POOLS

	<u>TUKTOYAKTUK</u>	<u>FORT McPHERSON</u>	<u>FORT NORMAN</u>	<u>FORT FRANKLIN</u>
Location - Present Proposed	-Hamlet Office -Hamlet Office	-none -Settlement office	-Bay Store -Proposed new settlement office	-nil -Proposed Hamlet offic
Operation - Present Proposed	-Settlement manager -Officer chosen by Settlement Council which could act as a Board of Direc- tors responsible for decision making.	-private party ad hoc contract -Officer chosen by Settlement Council which could act as a Board of Direc- tors responsible for decision making.	-Bay Manager  -Officer chosen by Settlement Council et al.	-nil  -Officer chosen by Settlement Council.
Allocation of Jobs	-Determined by Settlement Council.	-Determined by Settlement Council.	-Determined by Settlement Council.	-Determined by Settlement Council.
Communications - Present Proposed	-Hamlet Foreman Radio Station  -Hamlet Office, Radio Station	-Band Chief, Bay Store, Upgrading class, settlement office, private agency. -Settlement office	-Bay, Settlement Office, RCMP et al.  -Settlement office	-Game Office, area office  -Settlement Council office, proposed radio station.
Liaison - Present Proposed	-I.O.E., Manpower -Territorial Gov. Employment office-Inuvik	-Ad hoc  -Manpower, Demster Contractor.	-Ad hoc  -Terr. Gov. Employment Office-Inuvik. Settlement Man. Norman Wells	-Ad hoc

	TUKTOYAKTUK	FORT McPHERSON	FORT NORMAN	FORT FRANKLIN
Financing- Present Proposed	-nil charge -(surcharge?) \$5,000 cost	-nil -grant and payroll deduc- tions, \$5000	-Bay Store -grant and payroll deduction \$5000	-nil -grant, \$5000 surcharge
Method	-Operator, using separate files and facilities which would be responsible for liaison and communication with work force and for record keeping.	-Operator, using separate files and facilities which would be responsible for liaison and communication with work force and for record keeping.	-Operator, using separate files and facilities which would be responsible for liaison and communication with work force and for record keeping.	-Operator, using separate files and facilities which would be responsible for liaison and communication with work force and for record keeping.

C) PROPOSED LABOR POOL REPORTS  
TO SETTLEMENT COUNCILS

- 1) Aklavik
- 2) Fort Franklin
- 3) Fort McPherson
- 4) Fort Norman

## PROPOSED AKLAVIK LABOUR POOL

The government has asked Gemini North to report on the feasibility of labour pools in four communities. The purpose of the pools would be to make it easier for people to find work, and to make it easier for the companies to hire them.

Each pool would be run by the settlement council. It would not be run by the government, although the government is willing to help train people to run the pool and to help pay for the cost.

When Gemini North visited the settlements, we learned certain things:-

- most settlements already have a labour pool or want to start one.
- each settlement wants to run its own pool. They do not want the government to run it.
- the number of people who want jobs varies with the season. In the trapping season, some people want to trap. At other times of the year, they want jobs which pay wages.
- each settlement thinks it is a good idea to have the settlement council run the pool. And while they want to run their own pool, they agree that advice on how to do it is useful.

After visiting most of the settlements, we chose Aklavik as a good community to start a pool. If you do not want one that is up to you. It is your decision.

Gemini North chose your settlement for the following reasons:-

- there are people in Aklavik who want work.
- there are jobs available, particularly with the oil and gas companies and in Inuvik
- Aklavik has a good settlement council which represents the whole community.
- the people are used to working for wages even if they still want to trap part of the year.

How it Works

We suggest that the settlement council should choose a man or woman to run the pool. He or she would be called the labour pool officer. The officer would be an employee of the settlement council and would report to it. The settlement council would decide who gets the jobs, just as the housing association decides who gets the new houses. Maybe they will decide to give the jobs to married men with families first. Maybe they would decide that the first person who asks for a job should get it. That is up to the council.

The labour pool would have its own office. The labour pool officer would keep the files which lists the names of all the people who want jobs. The officer would also make up the payroll and keep the records. The government would help train the

officer to do this.

The employer would pay the settlement council for the men he hires. The men would get their cheques from the labour pool office. This way if a man is working outside the settlement, his family would still get some money for food.

We suggest that in Aklavik, the settlement council might charge employers for the services of the pool. For instance, an oil company might pay wages, plus 15 per cent extra to help cover the cost of running the pool. Or the settlement council might decide that the men who get jobs through the pool should pay a dollar or two into the pool funds. That way the men will know it is THEIR POOL. Or the council may decide that the government should pay the entire cost. That is up to the council to decide.

When employers want men for jobs, they would go to the labour pool office. The labour pool officer would also keep in touch with the government office in Inuvik to learn what jobs are available in the Aklavik area. If the men at Aklavik are all working or trapping

and there are still jobs available, then the labour pool officer would phone Fort McPherson to let people know about the jobs.

These are just suggestions. Maybe the council has other ideas. Gemini North's job is to find out what the council wants to do.



## PROPOSED FORT FRANKLIN LABOUR POOL

The government has asked Gemini North to report on the feasibility of labour pools in four communities. The purpose of the pools would be to make it easier for people to find work, and to make it easier for companies to hire them.

Each pool would be run by the settlement council. It would not be run by the government, although the government is willing to help train people to run the pool and to help pay for the cost.

When Gemini North visited the settlements, we learned certain things:-

- most settlements already have a labour pool or want to start one.
- each settlement wants to run its own pool. They do not want the government to run it.
- the number of people who want jobs varies with the season. In the trapping season, some people want to trap. At other times of the year, they want jobs which pay wages.
- each settlement thinks it is a good idea to have the settlement council run the pool. And while they want to run their own pool, they agree that advice on how to do it is useful.

After visiting most of the settlements, we chose Fort Franklin as a good community to start a pool. If you do not want one that is up to you. It is your decision.

Gemini North chose your settlement for the following

reasons:-

- the settlement will become a hamlet in the spring.
- the people have shown that they can work well together.
- it is hard to get jobs outside Fort Franklin and a labour pool might help get more jobs.
- there is a lot of building planned in Fort Franklin this year which could be done through the labour pool
- The Settlement Manager and the Game Officer will help with the start of the pool but they know that the people should run it themselves.

How it Works

We suggest that the settlement council should choose a man or woman to run the pool. He or she would be called the labour pool officer. The officer would be an employee of the settlement council and would report to it. The settlement council would decide who gets the jobs, just as the housing association decides who gets the new houses. Maybe they will decide to give the jobs to married men with families first. Maybe they would decide that the first person who asks for a job should get it. That is up to the council.

The labour pool would have its own office. The labour pool officer would keep the files which lists the names of all the people who want jobs. The officer would also make up the payroll and keep the records. The government would help train the officer to do this.

The employer would pay the settlement council for the men he hires. The men would get their cheques from the labour pool office. This way if a man is working outside the settlement, his family would still get some money for food.

We suggest that in Fort Franklin, the council might charge employers for the services of the pool. For instance, the employer might pay wages, plus 15 per cent extra to help pay for the pool. The settlement council might decide that each man who gets a job through the pool should pay a dollar or two into the pool funds. That way the men will know it is THEIR POOL, and not the governments. Maybe the council will decide the government should pay all the costs. That is up to the council.

When employers want men for the jobs, they would go to the labour pool office. The labour pool officer would also keep in touch with the government office in Yellowknife to learn what jobs are available in the Fort Franklin area. If all the men in Fort Franklin are working or trapping, and there are still jobs available, then the labour pool officer would phone Fort Norman to let people know about the jobs.

These are just suggestions. Maybe the council has other ideas. Gemini North's job is to find out what the council wants to do.

FORT FRANKLIN

Revenues

grants		5,000
surcharge - 12% on jobs external to settlement (106 man months x 400/month)		5,400
		<hr/>
		10,400

Expenses

Office Equipment		
-typewriter	300	
-filing cabinet	100	
-desk/chair/basket	200	
-payroll board	200	
	<hr/>	800

Office Expenses		
-officers' salary	6,200	
-telephone	1,200	
-p. cash	200	
-stationery	200	
-miscellaneous	500	
	<hr/>	8,300

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Transportation and working capital 1,300

(not sufficient)

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10,400

February, 1972

## PROPOSED FORT MCPHERSON LABOUR POOL

The government has asked Gemini North to report on the feasibility of labour pools in four communities. The purpose of the pools would be to make it easier for people to find work, and to make it easier for companies to hire them.

Each pool would be run by the settlement council. It would not be run by the government, although the government is willing to help train people to run the pool and to help pay for the cost.

When Gemini North visited the settlements, we learned certain things:-

--most settlements already have a labour pool or want to start one.

--each settlement wants to run its own pool.

They do not want the government to run it.

--the number of people who want jobs varies with the season. In the trapping season, some people want to trap. At other times of the year, they want jobs which pay wages.

--each settlement thinks it is a good idea to have the settlement council run the pool. And while they want to run their own pool, they agree that advice on how to do it is useful.

After visiting most of the settlements, we chose Fort McPherson as a good community to start a pool. If you do not want one that is up to you. It is your decision.

Gemini North chose your settlement for the following reasons:-

- it is planning to start its own pool
- it has people who want work
- it has a good settlement council which represents everybody in the community, not just one group.
- the settlement manager will help start the pool, but he knows that the people should run it themselves.
- there are jobs available in the area with road construction and oil companies.
- by building its own houses, Fort McPherson showed us that the people can work together and do a good job.

#### How it Works

We suggest that the settlement council should choose a man or woman to run the pool. He or she would be an employee of the settlement council and would report to it. He or she would be called the labour pool officer. The settlement council would decide who gets the jobs, just as the housing association decides who gets the new houses. Maybe they will decide to give the jobs first to married men with families who do not have a job now. Maybe they would decide that the first person who asks for a job should get it. That is up to the council.

The labour pool would have its own officer. The officer would keep the files which lists the names of all the people who want jobs. The officer would also make up the payroll and keep the records. The government would help train the officer to do this. In Fort McPherson, maybe two labour officers would be needed.

The companies would pay the settlement council for the men they hire. The men would get their cheques from the labour pool office. This way, if a man is out on a rig or in the bush, his family would still get some money for food.

-We suggest that each person who gets a job with the labour pool should pay a dollar or two into the pool funds. That way they will know it is THEIR OWN POOL, and not the government's. This would be an experiment. If the men decided they do not want to contribute to the pool, then the settlement council can decide to finance the pool some other way. Maybe they would charge the companies for the services of the pool. Maybe they will ask the government for the money. That is up to the council.



When companies want men for jobs, they would go to the labour pool officer, who would contact the men. The labour pool officer would phone Manpower in Inuvik regularly to learn what jobs are available in the Fort McPherson area. If all the men are working, and a company wants men to work, then the labour pool officer would phone Aklavik or some other settlement to let them know about the jobs.

These are just suggestions. Maybe the council has other ideas. Our job is to find out what the council wants to do and see if we can make it work.

Financial Considerations

FORT MCPHERSON

Revenues

grants	5,000
PR D	5,000
subsidy	3,000

13,000

Expenses - office equipment

-typewriter	300
-filing cabinet	100
-desk/chair/basket (2)	400
-payroll equipment	200

1,000

Office Expense

-officer	6,000
-secretary	2,000
-telephone	1,200
-p. cash	200
-stationery	200
-miscellaneous	500

10,000

Transportation

2,000

\$13,000

February, 1972

## PROPOSED FORT NORMAN LABOUR POOL

The government has asked Gemini North to report on the feasibility of labour pools in four communities. The purpose of the pools would be to make it easier for people to find work, and to make it easier for companies to hire them.

It would not be run by the government, although the government is willing to help train people to run the pool and to help pay for the cost.

When Gemini North visited the settlements, we learned certain things:-

- most settlements already have a labour pool or want to start one.
- each settlement wants to run its own pool. They do not want the government to run it.
- the number of people who want jobs varies with the season. In the trapping season, some people want to trap. At other times of the year, they want jobs which pay wages.
- each settlement thinks it is a good idea to have the settlement council run the pool, And while they want to run their own pool, they agree that advice on how to do it is useful.

After visiting most of the settlements, we chose Fort Norman as a good community to start a pool. If you do not want one that is up to you. It is your decision.

Gemini North chose your settlement for the reasons:-

- the men at Fort Norman are used to working for wages, even if they still stay part of the year. They have a very good work record.
- the Bay store has been operating a labour pool. Maybe the settlement council would like to run its own pool.
- Fort Norman has an active settlement council which represents the whole community, not just one group. The acting settlement manager and development officer would help start the pool, but he knows the people should run it themselves.
- a pool would allow the people in Fort Norman to share jobs if they want to go trapping. You could work while I go trapping. Then when you go trapping, I could take your job.

#### How it Works

We suggest that the settlement council should choose a man or woman to run the labour pool. He or she would be called the labour pool officer. The officer would be an employee of the settlement council and would report to it. The settlement council

would decide who gets the jobs, just as the housing association decides who gets the new houses. Maybe the council will decide to give the jobs to married men with families first. Maybe they will decide that the first person who applies for a job should get it. That is up to the council.

The labour pool would have its own office. The labour pool officer would keep the files which lists the names of all the people who want jobs. The officer would also make up the payroll and keep the records. The government would help train the officer to do this.

The employer would pay the settlement council for the men he hires. The men would get their cheques from the labour pool office. This way if a man is working outside the settlement, his family would still get some money for food.

We suggest that in Fort Norman, the men who get jobs through the labour pool should pay a dollar or two into the pool funds to help pay the operating costs. That way the men will know it is THEIR POOL.

This would be an experiment. The men may decide they do not want to do this. Then the settlement council may decide that the labour pool should charge employers for the use of the pool. For instance, an employer might pay wages plus 15 per cent extra to help pay for the pool. Maybe the council will decide the government should pay all the costs. That is up to the council to decide.

When employers want men for the jobs, they would go to the labour pool office. The labour pool officer would also keep in touch with the government office in Inuvik or with the settlement manager in Norman Wells to learn what jobs are available in the Fort Norman area. If all the men at Norman are working or trapping, and there are still jobs available, then the labour pool officer would phone Fort Franklin to let the people know about the jobs.

These are just suggestions. Maybe the council has other ideas. Gemini North's job is to find out what council wants to do so that more people can get more jobs.

FORT NORMAN

Revenues

PRD (5% of outside employment grants

5,400  
5,000

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10,400

Expenses

Office Equipment

-typewriter 300  
-filing cabinet 100  
-desk/chair/basket 200  
-payroll board 200

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800

Office Expenses

-officers salary 6,200  
-telephone 1,200  
-p. cash 200  
-stationery 200  
-miscellaneous 500

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8,300

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9,100

Transportation and working capital

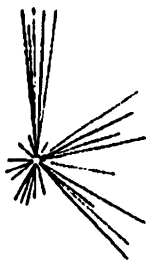
1,300

(not sufficient)

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10,400

February, 1972



## GEMINI NORTH

P.O. BOX 1560  
YELLOWKNIFE, NORTHWEST TERRITORIES  
TELEPHONE 873-5255  
TELEX 037-45551

February 8, 1972.

Dear Sir:

Gemini North is a northern economic/communications consulting firm headquartered in Yellowknife, N.W.T.

The company has been retained by the Government of the Northwest Territories and by the Department of Indian Affairs and Northern Development to recommend methods of mobilizing the northern labour force through regional "employment pools" operating at the settlement level.

Several ad hoc pools already exist or are planned. Our objective is to recommend a uniform system which would still permit each settlement to operate its own manpower pool and which would improve communications with government and industry.

The pool reflects the government's desire to increase employment of northerners in northern projects. However, in order for the employment pool concept to work, it must provide a service which potential employers are willing to use.

The attached questionnaire has been designed to identify the requirements of potential employers. Presumably these requirements include a stable, skilled and competitive work force. There may be other factors--additional training, transportation, special clothing--which might influence the successful operation of the pool.

While we hesitate to ask management to fill out yet another form, we stress that the information gained will enable us to design a system which will enable employers to fill their manpower needs more efficiently and at less cost. All information will be treated on a confidential basis by the consultants. The questionnaire should be returned to Gemini North, P.O. Box 1560, Yellowknife, Northwest Territories.

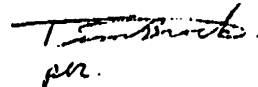
In addition, we will be conducting field interviews with a cross section of employers to help determine specific problem areas and may be in touch with you.

2..



Your assistance in these important projects will be greatly appreciated and we look forward to receiving your comments. It would also be appreciated if you could return the questionnaire as soon as conveniently possible.

Sincerely yours,



*Pat Carney*  
pc.

Pat Carney,  
Vice-President.





5) Is your company planning to hire northern personnel this year?

Yes No

in the future?

Yes No

if yes, list:-

area of operation - point of hire

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Season	Job	Number Employed	Qualification	Wage Rate

EMPLOYMENT POOL

1) Would your company utilize the services of a settlement employment pool:-

If the service was free of charge?

Yes No

If a small user cost was imposed?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

What alternative financing method would you suggest?

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3) Would a labour pool reduce your company's hiring costs?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

4) Would your company prefer a centralized pool rather than one operating at the settlement level?

Indifferent	Yes	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HIRING PROCEDURES

5)

A) Would your company require certificates for skilled positions if employees' previous history was available?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

B) Would you require job histories for unskilled positions?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

C) For skilled positions, would your company hire personnel by:-

- a) Correspondence
- b) Settlement interview
- c) Interview at some other location (specify)

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D) For unskilled positions, would your company hire personnel by:-

- a) Correspondence
- b) Settlement interview
- c) Interview at some other location (specify)

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\_\_\_\_\_  
\_\_\_\_\_

E) Would your company consider point of hire:-

- a) At settlement
- b) At some other location   
(specify)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

JCB ROTATION

6)

A) In your company, is it feasible to rotate some jobs among northerners on a "buddy" system if the pool guaranteed suitable replacement?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

B) What kind of jobs are suitable for rotation?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

C) What should the rotation period be?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

D) What kind of jobs are NOT suitable for rotation?  
Why?

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E) Would your company be willing to pay the transport costs of rotation to and from point of hire?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

F) Does your company provide clothing, equipment, etc. for personnel?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If yes, please specify articles:-

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If not, are northern personnel required to supply such articles? (please specify)

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E) 1972 POTENTIAL EMPLOYMENT  
PER AREA



Potential 1972 Employment per area 1

Job Location - Mackenzie Valley  
Yellowknife, Hay River, Arctic Coast, Arctic Islands

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATES	NATURE OF COMPANY
Winter Summer Summer	Fishery Guardian Fishery Guardian Summer students collecting data	2+ 4+ 6	Field experience fishing Field experience fishing Biology or related courses	Level 3-B <sup>2</sup> Level 3-B 90/wk + expenses	Govt. Dept.
Summer	Carpenters Plasterer Truck driver Labourer	3 2 2 4	Journeyman Journeyman Previous experience nil	5.00/hr. 4.50/hr. 3.50/hr. 3.25/hr.	Construction
Winter & Summer	Chainman and Rodman Line cutting	1-5 1-5	previous experience nil	25.00/day 25.00/day	Survey
Summer	Captain Mate Stewardess Mess boy Seaman Labourer Truck driver	2 2 2 1 2 3 1	Master's Certificate Master's Certificate Fluent English none none none previous experience	1,600/m 1,000/m 400/m 400/m 400/m 2.50/h 3.00/h	Marine Transportation

<sup>1</sup> Based on response from thirty-four companies who answered the questionnaire and will hire northerners.

<sup>2</sup> Government pay level.

SEASON	JOB	NUMBERS EMPLOYED	QUALIFICATIONS	WAGE RATES	NATURE OF COMPANY
Summer	Secretary Marine engineer Marine engineer	1 2 1	Previous experience Third class certificate Fourth class certificate	481/m 1,200/m 750/m	Marine Transportation Cont'd
Summer	Geologist assistant	2-3	Previous bush experience preferred	481/m	Mineral exploration
Annual	Drivers	2-3	N.W.T. Chauffer's licence	3.00 - 3.50/h	Transportation
May-Oct.	Labourer Equipment operator Kitchen help Trade Supervision	150 jobs in total	Good attendance-willing to work Previous experience Good attendance-willing to work Previous experience Previous experience	All wage rates between 2.00 - 4.00/h plus living allowance	Marine transportation
Summer	Cook Line cutters Engineer's assistants	1 2 1	Previous experience Bush experience 3rd year engineering	500/m Room & Board 600/m Room & Board 550/m Room & Board	Mineral exploration

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATES	NATURE OF COMPANY
Jan.-Apr.	Line helper Line helper Lead line helper Rodman	10 15 4 1	nil nil nil nil	1.55/hour 1.60/hour 1.65/hour 1.70/hour	seismic
Jan.-Apr.	Seismic help	25	good health	2.27/hour 3.06/hour	seismic
Annual	Will hire northerners as soon as pipeline is started				construction
Annual	Will hire northerners as soon as contracts become known				construction
June-Oct. and Jan.-Apr.	Store clerk Truck driver Cat operator Labourer	1 1-4 1-2 1-4	nil nil nil nil	1.50/hour 3.00/hour 3.50/hour 2.85/hour	construction & expediting
Annual  casual	Toll operators radio technician Repeater attendants crew work	Unknown Unknown Unknown Unknown	Switchboard experience Technical school Technical school Willing to work	102/week 130/week 130/week 2.99/hour	C.N.T. - Hay River

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATE	NATURE OF COMPANY
Dec. - May	Helper on Seismic rig	2	none	1.80/h + 4.00/day	Seismic
Dec. - May	Helpers - line truck drivers	8	none	minimum wages + Arctic Bonus + Company Benefits	Seismic

Job Location - Town of Inuvik

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATE	NATURE OF COMPANY
Annual	Cleaner Launderer Presser	8	Certified Tradesman + locally trained	2.40 - 4.00/h	retail
Annual	Sales Clerks	25	Grade 9	325/m & up	retail
Annual	Cashier Warehouseman		None	2.20 - 2.50/h	retail
Annual	Barmaid	5	Neat, of age, well spoken, Good English	2.50 - 3.00/h	Hotel
	Chambermaid	5	neat, of age, well spoken, good English	2.00/h	
Winter	Truck drivers	5	Nil	3.25 - 3.75/h	Service
Summer					Air Charters
Summer	Stenographer	1	One year formal technical training	2.00/h	Govt. Dept.
Annual	Tellers	Unknown	Company training		Retail

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATE	NATURE OF COMPANY
Summer (Inuvik Aklavik Tuk Ft. McP.)	Labourers	10-20	Nil	2.50/h	Utility
Annual	Clerks Truck drivers mechanics	10	Unknown	2.20 - 4.10/h	Transportation
Annual	Toll operators	10	Grade 10	102/w	CNT- Inuvik
Winter	Drill Helper Seismic	1		2.50/h	Seismic
	Camp attendants Operators Labourers rig hands	46 jobs in total	nil Grade 10 nil Company trainee or previous experience	3.00 - 4.50	Oil and gas drilling
Winter	Drillers and Helpers	Unknown	Experienced drillers	3.50/h drillers 2.25/h helpers	Oil and gas drilling

SEASON	JOB	NUMBER EMPLOYED	QUALIFICATIONS	WAGE RATE	NATURE OF COMPANY
	Medical Assistants Clerks Housewards Janitors	Unknown	Formal training On the job training On the job training Nil		Govt. Dept
Annual	Hotel manager Desk clerk Maids Accountant Cocktail waitress  Tavern waitress  Lounge bar manager Tavern manager Maintenance man Floor Supervisor Part time spares	1 3 4 1 4  4  1 1 1 2 10	Training in management  Able to work Fully qualified Able to count money & serve Able to count money & serve Able to mix drinks Able to supervise staff Previous experience Watch guests Able to serve public	1,000/month 2.50/hour 2.50/hour 800/month 2.50/hour  2.50/hour  3.00/hour 3.00/hour 2.75/hour 2.75/hour 2.50/hour	Hotel

Code

h., hr., - hour  
w., wk., - week  
m., - month